"This book explains exactly how to get into the inner circle of any industry, fast. Read this book!"

Mike Southon, Financial Times columnist and best-selling author

KEY PERSON OF INFLUENCE

The Five-Step Method to become one of the most highly valued and highly paid people in your industry

DANIEL PRIESTLEY

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RETHINK PRESS

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WHAT OTHERS ARE SAYING

'This book has very powerful ideas that will have you achieving much more in far less time. Hard work is not enough; if you want to make it big, you must strive to become a Key Person of Influence. This book shows you exactly how to do that faster.'

Mike Harris
Creator of three multi-billion pound businesses and
Author of *Find Your Lightbulb*.

'This book hits on the big trends of our time and shows you how to leverage them to your advantage and to the advantage of the people you meet. This is a must read.'

Penny Power OBE
Technology Entrepreneur

'Why be a "worker bee" when you could instead be a "Key Person of Influence"? Daniel's book explains exactly how to get into the inner circle of any industry, fast. Read this book!'

Mike Southon
Financial Times Columnist and best-selling Business Author.

'All the money, all the deals and all the VIP treatment goes to Key People of Influence. If you're not a Key Person of Influence in your industry, you should focus all your effort into these five strengths until you are. That's where the payoff happens.'

Kevin Harrington
Celebrity Entrepreneur, Author and *Forbes* Writer.

'The KPI Five-Step Method is a virtuous circle for entrepreneurs of all kinds. I especially appreciate the way it demonstrates how, amongst the other steps, publishing an authoritative book on your niche area of expertise is key to becoming influential in your industry.'

Lucy McCarraher
Author, Speaker and Publisher

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I dedicate this book to the people who use their power of influence to improve the world.

I hope that the ideas in this book assist you in creating a world that works for everyone.

ABOUT THE REVISED EDITION

In 2010 I released the book *Become a Key Person of Influence*. Never did I imagine that in such a short period of time it would become such a popular book with so many people.

The five-step KPI Method in the book has hit a chord with thousands of people. Focusing on Pitch, Publish, Products, Profile and Partnerships is changing the game across more than fifty different industries that I know of.

Each week people write to me and tell me how this little book has changed their business and sometimes even their life. I've had contact from startups to CEOs, students to professors, people with traditional businesses and people with really wild ideas.

As a result of the book, people have been getting out and pitching for big deals; and winning them.

Remarkably, the book has inspired hundreds of people to write their own books as well. I now have shelves full of people's books that they have written and sent me. It brings me sheer joy to see the KPI Method quoted in the acknowledgments section of so many brilliant books.

I love discovering new products that people have created. As a result of the product chapter I've seen people innovating products ranging from scones in England to power boats in Australia. I've seen people who were stuck trading time for money start to turn their valuable insights into hot products that can be delivered worldwide.

On a regular basis I discover, too, that someone with a high profile has used the KPI Method. Online superstars, regular media pundits, high-profile speakers and entertainers have all described the ways the KPI Method has helped them go to the next level.

It's exciting to watch the number of new partnerships that have

formed in the last few years arising from the KPI Method. People are approaching partnerships with the right spirit of intent and achieving more in a few months than they had done in the previous years. I see powerful joint ventures, strategic alliances and even new companies getting started, all with a great framework in place to make the partnership deliver more for everyone involved.

By far the best part of the last few years is to watch the Key Person of Influence community spring up around the globe. In the UK, Australia, USA, Singapore and other countries there's a thriving community of entrepreneurs and leaders who are using the KPI Method to make the most of the times we are in.

I believe that we're in exciting, transformational times and there's never been more opportunity for individuals to have a big impact with their business or their message.

A lot has changed, even since the first edition was released. Strategies that were on the cutting edge in 2010 are considered almost essential in 2015. For that reason I have cut 10,000 words out of the manuscript and replaced it with over 12,000 words of new content for this Revised Edition.

If you're reading this book for the first time, you've stepped into something that's producing real results for a lot of people. Enjoy the book, join in with others who are using the method and share your experience with the world.

If you've read the book before, welcome back, you're on a powerful journey and I wish you all the best for your continued success. Thanks for taking the time to delve a little deeper and discover what it takes to get to the next level.

As for me, I'm thrilled to be a part of this unfolding entrepreneur revolution. I'll keep playing this game for a long time to come and sharing the journey with as many people as possible.

All the best,

Daniel

INTRODUCTION

At the centre of every industry you will find an inner circle of people who are the most well-known and highly valued people. They are the 'Key People of Influence'.

You probably already know of these people in your industry:

- Their names come up in conversation… for all the right reasons.
- They attract a lot of opportunities… the right sort.
- They earn more money than most… and it isn't a struggle.
- They can make a project successful if they are involved… and people know it.

Key People of Influence enjoy a special status in their chosen field because they are well connected, well known, well regarded and highly valued. They get invited to be a part of the best teams and projects, and they can often write their own terms.

Key People of Influence also have more fun. They get invited on trips away. People buy them dinner and drinks and give them VIP treatment. They are treated with respect, and others listen when they speak.

These people are in demand; they don't chase opportunities, they curate them.

People think that it must take years or decades to become a Key Person of Influence (KPI). They think that KPIs need degrees or doctorates. They think KPIs must be gifted or from a wealthy family.

While time invested, qualifications, talents and a wealthy family are helpful, they are not a reliable way to make yourself a Key Person of Influence.

There are plenty of people who have been in an industry for years who are *not* a Key Person of Influence. There are plenty of MBAs and PhDs who are not yet KPIs. There are people with talent and people born into privileged families who aren't KPIs either.

And then there are the unusual stories like mine.

I arrived in the UK with little more than a suitcase and a credit card in 2006. I knew no one, and I didn't have a big budget to start my business.

Within a year, people started calling me one of the most connected entrepreneurs in London. Along with my partners I built a business turning over millions, and I could get on the phone to any of the other high-flyers and heavy-hitters in my industry within a few calls.

All this in London; a big city that is known for being difficult to break into the established networks. I was told it would take years to be accepted into the right circles and I was unlikely to be given any special treatment. I was told that London is a difficult city in which to achieve success in a short space of time.

How wrong the critics were. London works like any other city in the world because it is full of people, and people everywhere respond to the ideas I talk about in this book.

People all over the world respond to the method we will discuss in the coming chapters. It's a method based on clearly communicating your value and packaging it in a way the market finds desirable. The principles in this book have been tested across more than fifty different industries, in over a dozen countries, by 1000+ entrepreneurs and leaders; they have proven to be universal.

It's not difficult to become a Key Person of Influence within your

industry in the next twelve months if you take the steps set out in this book, in the order they are prescribed and you implement them at a high standard.

If you do, you won't need to do more university training or spend decades climbing corporate ladders. You will become a Key Person of Influence in your field very fast.

THE HIDDEN THEME

This book contains powerful ideas, the chapters are set out in a particular order for a reason. I'm going to give you a five-step sequence that will fast-track you towards 'KPI status'. The theme is pretty obvious.

Behind the obvious theme of this book and the five-step KPI Method though, there is a hidden theme. There is a story behind the story, you could say. It's more powerful than anything I say in this book overtly. It's not a secret, but it's still hidden from most people.

When it becomes obvious to you, you will recognise it with a gut reaction. This hidden theme will click a lot of ideas into place quickly, and it will trigger a rush of energy and insights. You might sit up through the night 'working' and still not be tired.

If you spot this hidden theme, you will find it easy to earn more money and you will discover some very exciting trends that are already close to your heart. Your future will become crystal clear and you will know your next steps.

This theme is hidden from most people only because they are too close to it. It's worth taking the time to discover it though. Maybe you will discover it the first time you read this book, maybe on the fifth time. Maybe it will hit you in the shower one morning and then you will re-read this book to confirm it.

Either way, don't give up on getting the real message; all the juice

is in *'the story behind the story'*. It's in the chapters that you haven't examined that will point the way.

You might think that the chapters are out of order, or that there are too many or too few. You might think that I haven't told you about the chapters you haven't seen yet. None of this is the case.

All the chapters are there for you to explore, and when you can connect the dots you will step into the realm of the true KPI.

You will never fear not having money or influence again.

You will already have everything you will ever need.

1

THE WORLD HAS CHANGED AND SO MUST YOU

We are living in a very different world today than we were just a decade ago. We're at the beginning of a whole new era.

We are no longer in the Industrial Age; we are in a new economy that's digital, global, intangible, more meaningful and very entrepreneurial. Everything has changed and so must you.

LOOKING GOOD, GOING NOWHERE

I know an accountant; he is a great accountant. However, he's not happy and I know why. When he was 18 years old, fresh out of high school, his best thinking was to study for this job. He was good at maths and economics and, for all the right reasons, it made sense at the time to study and get into the accountancy profession.

Today he's frustrated. He's brilliant at what he does, but he still has to compete on price. Like most of the people in his industry, he thinks that the key to making more money is doing more study on the technical aspects of his job. Unfortunately for him, everyone in his line of work is focused on getting more qualifications, and he finds himself constantly playing catch-up. Regardless of how much he earns, he still feels that he is only slightly ahead of the game.

Lately he's been questioning everything: he feels that his life today is based upon the best thinking of an eighteen-year old; he has lived out twenty years of a teenager's decision; now he's in his late-thirties his values have shifted and so has the world.

He now competes with software, with accountants in India and with his own mindset about how his industry 'should be'.

His story isn't unique; I hear it all the time. Many people are great at what they do, but aren't fulfilled. The feeling creeps in that life is passing by too quickly and the goals you once had haven't been realised. You might even start questioning whether you made the right career choices; you might get frustrated with your industry or with life. You might even begin to resent people who are doing better than you.

By the end of this book, you are going to see that you don't need to turn your life upside down. You don't need to go and get more qualified. You can forget the MBA and the PhD, if you want. You can also forget the get-rich-quick schemes that take you off track.

If you follow what I am about to tell you in this book, you will become a Key Person of Influence in your industry within the next twelve months. You'll enjoy yourself more, you'll make more money and it won't take you more time. You will even feel more sure of yourself.

As a KPI you'll do less of the functional work that wears you out and you'll do more of the dynamic, creative and strategic activity that energises you.

You'll become known for something unique. As a result of having a reputation within your niche you'll be more in demand. You'll spend less time chasing and more time fielding inbound enquiries.

Rather than trading your own time for money, you'll make money from products and services that you chose to represent. You'll have more people supporting you and you'll have highly effective partnerships that help make your ideas a reality.

However, before I begin to share with you some of the actions that need to be taken, we must first face up to some facts. We are living in a different world. It's not the same as it used to be. There

are some new concepts you need to embrace and some old ideas you need to let go of quickly.

If you are willing to do that, then let's begin the journey.

YOUR BEST THINKING FIVE YEARS AGO IS YOUR BAGGAGE TODAY

In the last decade I have seen the explosive growth of new technology like social media, smart phones, automation, e-commerce, speech recognition and freely available information at your fingertips.

I also witnessed a global recession and a massive shift towards entrepreneurship over employment. Talented people have changed the ways they live and work.

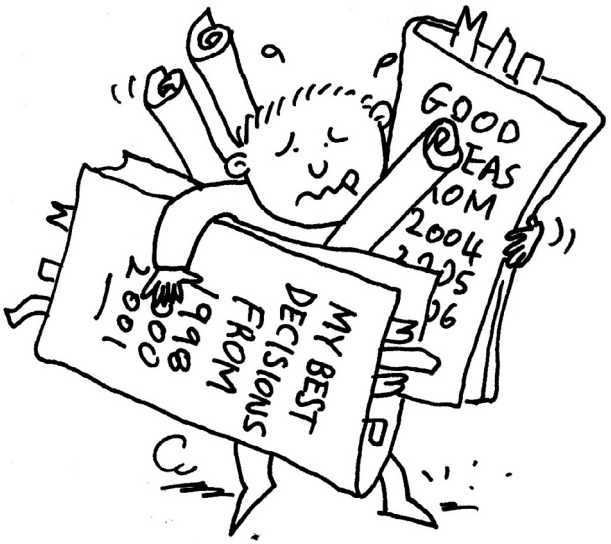
In the last few years I have seen the economy change, the environment change, developing nations stride forward and the collective mindset of the world radically shift. All in just a few short years.

It's safe to assume your best thinking from five years ago is your outdated baggage today.

Any decisions you made back then about your career, your location, the technology you use, the people you associate with, and the thought leaders you follow are all based upon a world that no longer exists.

Software I purchased five years ago for £10k+ has been superseded by free, cloud-based software, and what I dreamed of doing five years ago now costs only £50 a month!

Entrepreneurs I admired five years ago who didn't shift their business model have lost their fortunes. Many experts of five years ago are now scratching their heads. Great leaders from five years ago now have teams who aren't performing.



Customers expect to get for free the things they would have paid highly for five years ago. Products that used to be available only through retail are now freely available online.

The countries that offered the best opportunities for wealth creation five years ago are struggling with debt. The poor countries of the previous decade are the powerhouses of tomorrow's free markets.

Unless we can let go of everything we currently think and do, we will fail to see the opportunities of tomorrow. The temptation, however, is to throw everything away – the baby with the bathwater. At the core of who you are and what you do, though, is a raw essence that has always powered you. You need to strip back to that core and create new ways to express it.

When Steve Jobs took over Apple in 1997, one of his first decisions was to get rid of the Apple Museum that occupied the foyer where people walked through the front door. He said that he refused to be in a company that was living in its past. He believed

at the core of Apple was vision, boldness and innovation. He knew the essence of Apple was thinking differently and combining art with technology. If he couldn't strip away everything but that, the future was going to be dire. He didn't want the future of the company to be affected by the best thinking of its history. He wanted it to be living up to the best thinking of the future.

It's time to draw a line in the sand, take some time out and ask yourself what is at *your* core. Ask yourself this question:

'If I was starting completely fresh, in a world where anything is possible, what would I love to be doing?'

I haven't asked you what you should be doing. I've asked you what you would *love* to be doing. If you are like most people, your passionate purpose is a lot closer than you think. There are parts of your work that you love, parts that drain your energy, and maybe even parts you hate. Maybe you have a hobby you love but the job you hate keeps you from it; look for the clues that are hidden in that hobby.

This book will reveal to you exactly how you can position yourself as a Key Person of Influence (KPI) in your field within the next twelve months and beyond. As a result you will attract opportunities, connections, ideas and resources that mean you will be able to do what you love and get paid what you are worth.

In this new, exciting, changing world, you will discover that the people and teams who are doing what they love are the ones who are thriving. If it feels like hard work you will always get trumped by those who have passion.

Your passion and vitality are an asset in the world we are living in, so let's take a look at what lights you up.

EXERCISES

- What comes easy to you that is harder for others?
- If you got to do a month of fully paid 'work experience' in any industry, job, business or hobby, what would you do?
- If you or your team had to apply your skills to something purely for the fun of it, what project would you like to work on?
- What did you discover about yourself when you answered these questions?

NOTES ...

VITALITY IS MORE VALUABLE THAN FUNCTIONALITY

Key People of Influence are vital people, not functional people.

You can't get the results you want without a vital person because they add something a functional person doesn't have.

Functional people might be great at what they do, they might talk the talk and walk the walk, but the harsh reality is they are performing a role that is replaceable. If someone can find a cheaper option they will take it, because a functional person is just one possible solution to a problem.

A company can downsize functional people. A client can replace a functional supplier. An investor can put their money into something else that's just as functional. Functional does the job, but functional is still interchangeable.

People who are in functional jobs see themselves as competent when executing a set of processes. They try to get better at those processes and they make marginal improvements. Functional people try to stay up to date with the standards and make sure they are able to perform as directed, but they secretly resist change and don't like new disruptive ideas.

Functional people often worry about being downsized or overlooked for promotions. They are fearful that someone might come along who can do things better than they can. They are concerned about technology and new systems that could replace the tasks that they know how to complete.

People who are performing a vital role see themselves as aligned to the result rather than the process. They ask questions about 'why' we do things this way and 'what' will it be like in the future.

Vital people are worried about creating value. They want to deliver more of it, regardless of how it happens.

No matter what, they will always be okay to adapt and change dynamically if it gets them towards a better result, a faster result or a result that matters more.

The word 'vital' has two potent definitions. One definition means 'irreplaceable' and the other means 'life-force'. Vital people see themselves as being the 'irreplaceable life-force' of a project, a business, an industry or even a cause.

They feel as if they own a specific piece of turf and that no one could replace them; any new people who show up are potentially new partners not competitors. They see themselves as redefining the game in some way. They have their own unique take on things that makes them almost impossible to overlook.

Functional people are scared to take a holiday. They worry about what will happen while they are gone. Will they have a job to come back to? Will their clients find someone else? Will they lose opportunities they really need? A holiday is a scary thing when you are performing a functional role.

Vital people love taking holidays. They know that part of what makes them vital is that they have a unique spark and fresh ideas that people want to tap into. For a vital person, a holiday is a place to get re-energised and to stimulate ideas. It's also a great reminder

to everyone just how vital they are. A vital person knows that while they are gone, people are worried that they won't come back.

Functional people feel relieved to associate with people who reaffirm that life is tough. They like to be reassured that the economy is affecting others too and that times aren't what they used to be. A functional person loves the comfort of their friends who don't push them or inspire them to step up to a whole new level.

A vital person likes to be seen by their contemporaries. They welcome challenging debate and stimulating ideas. They happily engage in retraining themselves and evolving with changing trends.

They want people to push them, to bring out the best in them and to stay true to the idea that there's always a new level to play at. A vital person will leave a group of people that slows them down for a group that stirs them up.

You can choose to become more of a functional person or a vital person. You can focus on being busy or on getting results. You can choose to take a stand for the way things are done or the way things could be done. You can be highly capable or highly irreplaceable.

- A functional person wants to get more; a vital person wants to produce more.
- A functional person wants to study more; a vital person wants to share more.
- A functional person wants to be shown a path; a vital person wants to create one.
- A functional person is worn out by their functionality; a vital person is re-energised by their vitality.

The choice is yours from this moment forward; you can choose how you want to show up.

EXERCISES

- Who do you know who shows up as a functional person?
- Who do you know who is a vital person?
- What are some of the differences you notice between them?

NOTES ...

YOUR CAREER IS OVER

A career is 'old technology'. It was a great way to structure work for many years. It was an efficient way to get a return on the investment of training and developing staff.

That world is over. Today the world expects you to be trained, it expects you to educate yourself constantly and to bring something new to the table. For that reason, talented people move around.

My grandfather had a career. He was accepted as an Electrical Apprentice in a factory, he worked hard and became a Technician, then a Foreman, a Junior Manager, a Manager and finally he retired as the General Manager of the company. He was with one company for forty years. In this whole time he lived and worked in two cities.

My parents have had a few careers, each spanning about fifteen years before they changed for something new. Together, each of them have lived and worked in four cities.

My sister has had several jobs and one business already. She's in her twenties. She's already lived and worked in three cities.

The US Department of Labor estimates that a worker who enters the labour force today will have ten to fourteen jobs by the time they are thirty-eight. In addition, top talent is increasingly mobile; they live and work their way around the world.

It's easy to predict where this is going. In the future we will see a massive trend towards 'work on demand'. Just like in Hollywood, teams come together to make a film project, they work together for six to twelve months and some of those involved have multiple projects on the go. At the end of the project, everyone goes their separate ways. They might work together again on another project or they might not.

Employers aren't silly. They know that with increasingly strict labour laws they can't run the risk of hiring people like they used

to. They will outsource everything they can and only employ people as a last resort.

If you are already in business, don't think that you are safe. With the speed at which things are moving today, your business is going to have to reinvent itself constantly. As an entrepreneur, almost every two years you'll need to sit down and dream up a whole new plan for what you do and how you do it. If you don't, you'll be overtaken by those who do.

So if there's no security in jobs any more, and if small businesses are constantly changing, where does someone go to create certainty and security for their income?

You go to your personal brand.

Right now your most valuable asset is the number of people who know you, like you and trust you. In the future you will be defined by your unique take on things, your story and your ability to innovate.

Every opportunity will involve a Google search of your personal brand. Every team you lead will be based on your story, not your CV. Every deal that makes you richer will complete because of who you are, not what it says on your business card.

In the future you will discover that what you do might change, but your core passion only becomes stronger because everything you do reinforces a central theme.

From now on you must see yourself as being in an enterprise that others need to know about. If you are in a job, your 'enterprise' currently sells your time to your employer. More than that, it really sells a result that your employer wants.

If you are in business, you and your business need to become known for something unique. It's not enough just to offer a service at a fair price. You need to build a brand, develop your own intellectual property, accumulate stories and claim a leadership role within your niche.

You won't be known for the place that you work; you will be known for the people you're connected to, the ideas you are immersed in, and what you care deeply about. Once these things are more widely known, you will have a constant stream of opportunities coming your way from places you've never been.

Your career may be dead, but if you position yourself as a Key Person of Influence your adventure is just beginning.

THE HARDER YOU WORK, THE LESS YOU EARN

In the modern economy, hard work is not a competitive advantage anymore; everyone works hard.

If you were to gather up all the hardest working people in the world, you would not find the top CEOs and the entrepreneurs, you would find the people who are struggling to make it up the ladder or struggling to survive at all.

The competitive advantage is in thinking expansively, connecting with the right people and spotting fresh opportunities.

Your best ideas will come out to play – not to work.

With that in mind, a week of sailing with friends could yield you more ideas, connections and perspective than a week of answering emails, catching up on paperwork and attending meetings.

As we discussed, the difference between the successful people on the planet is not functionality, it's vitality. Functionality is about performing a task well, whereas vitality requires you to be energised and joyful.

In the last ten years we have seen machines and systems replace a whole lot of functionality in the workplace; however, we are a long, long way from seeing the first machine that can compete with raw human vitality.

Vitality yields creativity and innovation. It yields leadership. It

yields boldness and robustness under pressure. It yields insights and breakthroughs. Software and machinery can't do that, software and machinery can only do the stuff that we call work.

If you look at the top earners, they don't consider what they do to be work. They are playing a game that they love, and they make sure that it stays fun. They exude a level of vitality for what they do and because they love it, they get good at it too.

The minute you begin to feel yourself 'working hard' as opposed to 'playing a challenging game' it's time to take a break or get around some new people. Disappear for a week, get some sun, read up on your favourite role models, explore fresh ideas and spend time with people who are 'in their zone'. Attend a new event, read a new book and have a few new conversations.

More than anything, reconnect with your humanity. Beneath your desire to have a great home, a snappy wardrobe and some money in the bank is a part of you that longs to make a difference as well. Getting in touch with this part of you will give you a broadband connection to your vitality.

From a place of vitality all the work comes easily, the ideas flow freely and the money comes in more effortlessly. An hour of inspiration is worth more than a week of drudging on. A day of creativity will do more for your career or business than a month of hard work.

Success isn't about engaging in a struggle; it is about getting into your flow.

You can't expect things to change if you're not willing to get out of your comfort zone. You need to surround yourself with fresh ideas, insightful people and inspiring places. You need to be part of a peer group that holds you to a higher standard.

One of the clients we worked with redesigned her business so she could live anywhere in the world and work four days per week. She thought that she would earn less than before, but in reality she's become more highly paid and highly valued. All this while living and working from a big house in Thailand rather than being stuck fifty hours a week in a small city office.

You owe it to yourself to stop working so hard and to start living your life in a way that lights up yourself and others.

EXERCISES

Here's a couple of great questions you might want to explore:

- What would you love to do this week if you couldn't work?
- Who would you love to spend more time with who you don't normally see?
- Where would you love to spend time this week if you wanted to be more creative and adventurous?
- How would you deliver more value to others if you didn't need to worry about your schedule or commitments?
- What difference would you love to make on the planet if you could just give your time and talent more freely?

NOTES ...

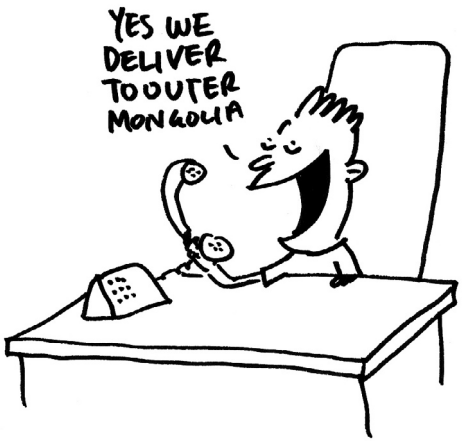
DIGITAL CHANGED EVERYTHING

The digital revolution has changed everything. New opportunities and challenges are emerging every day.

Google allows you to answer almost every question that pops into your head. Social media allows you to connect with like-minded individuals around the world. E-commerce allows you to sell products to a global marketplace. Information is freely available, people are instantly connected and markets are globally available.

In the next ten years we will see the ongoing effects of this, and they will be huge. Even through the 2010s, the digital environment as we know it has been in development and people were using it like a new toy.

Now, people have integrated technology into the fabric of their being. It's hard to imagine a week without your smart phone, wifi or social networks. People are rapidly connecting the dots with all this technology and finding new and transformational ways to mash it together.



One thing we know for sure is whenever there are new and powerful ways to connect, they have a huge impact on business.

Phones, commercial air travel, television, email and mobile computing have all shown us that the companies that adapt quickly get a jump on those that don't.

It's now possible for an eighteen-year old young woman sitting in her bedroom to start an account on Instagram for free. She can have thousands of followers and fans worldwide for free. She can talk to them on video for free. She can write to them for free. She can get them all excited about her ideas – all without spending any of her money.

This teenager can create or source a product easily and cheaply. She can design a brand easily and cheaply. She can have an online-store easily and cheaply. She can take payment easily and cheaply. She can send her products whizzing around the world easily and cheaply – all from her bedroom.

These are the times we live in. Already we are seeing people as young as twenty making six-figure incomes from their ideas.

Most people think that these 'whiz kids' are succeeding because they are good with technology, but this is not the whole story.

These teenagers aren't attached to the idea that a business has to be the way it used to be. They don't think a brand needs to cost a

lot of money or that they need to live in a particular location in order to do business there. They don't think that their idea needs to please everyone or that they need to meet their clients face-to-face in order to deliver a powerful experience.

That's why they are succeeding: not because they are better at using the technology, but because they are better at letting go of the way things were done in the past and probably because they were never attached to these ideas in the first place.

It's worth considering that there is always a lag time between the release of new technology, its uptake and the real impact it has.

This new technology is no longer a toy, it's in the fabric of humanity and it's here to shake things up.

REVOLUTIONARY STUFF

Business has fundamentally changed. Social media, mobile tech, wearables, voice recognition AI, cloud computing, 5G and e-commerce are changing everything. Every industry, every job, every business, every life on the planet.

It's just like when the combustion engine came along and the game changed. The Industrial Revolution introduced new technology that changed everything for people in the agricultural age. The people who used machines made fortunes and the people who stuck to their old ways ended up on the factory floor.

The economy is always looking for a better product at a lower price. For the last 150 years, big companies who have been able to afford big factories have been the only ones able to deliver it.

Not any more; not in this global, digital, connected economy.

New, global, small teams can also deliver high quality at a lower cost in many niches. Small teams can source products and ideas faster and more cheaply over the internet than big businesses can. Small enterprise can access big factories when they need to but

don't have the overheads when they aren't using them. Small runs lean but powerful in this economy.

Small and lean is faster, more dynamic, cheaper and more flexible. Small is more fun. Small can look very big now. Best of all, small cares.

Small, lean enterprises give the feeling that they are making things for a special type of person rather than a market. Rather than buying things that everyone has, you can have unique things that were made for people 'just like you'.

If you are a vegetarian and you want to go to the gym, you can learn from the world's best vegetarian bodybuilder. He could give you recipes, workout routines, products made just for vegetarian bodybuilders and you could see every meal he eats on his Instagram.

If you love 1960s vintage Mercedes-Benz convertibles, there is an online group you can join. There are blogs for people like you, and videos and downloads, and web stores to buy from. There will be a 'hero' you admire because she hates the same cars you hate and she has a mint condition 1963 SL280.

If you love reading about deep sea free-diving, you can read the blogs from world champions. You can watch their videos, listen to interviews with them, keep track of their adventures and even buy the same gear that they use.

On the internet you are not some freak who is too fussy or who has strange taste. You are part of a 'tribe', a gang of people who believe as you believe. This gang has conversations that 'regular people' wouldn't understand.

This gang has leaders. The Key People of Influence are the ones who lead these small, powerful movements.

These strange groups have thousands of members who previously couldn't find each other but now they can.

Small lean business have learned from big business and can now

do many of the same things. They can take payments, ship products, spread messages, raise money and build brands like the big guys.

Big organisations now need to learn from small companies. Big organisations need to develop small, lean, dynamic teams within their large ranks. Big factories need to learn how to create things that are special and bespoke. Big corporations need to learn how to care deeply and personally. Faceless brands need to cultivate Key People of Influence to represent them.

Whether you decide to start and grow your own business or develop a brand within a large organisation, this is the most exciting time to be alive.

Never has there been more meaningful work that needs to be done. Never has there been a better time to make a difference on the planet. Never has there been a better time to position yourself as a Key Person of Influence.

THE SINGER AND THE MICROPHONE

It's true that we live in a new and exciting time thanks to technology. It's true that technology has changed everything. It's true that you need to get better at leveraging it because technology can be pointless or even damaging if you're lacking a powerful message.

Imagine we live in 1876 and the first microphone has just been invented. It's an exciting new device that takes the human voice and amplifies it to a greater audience. This new technology is fascinating to a lot of people. Imagine the seminars and courses on how to set up a microphone, how to switch it on, how to fiddle with the dials. Imagine people start writing articles like 'How To Make Money With A Microphone', 'Microphone Secrets' and 'Microphone Wealth Creation'.

To some people it seems like the microphone is making people

rich, but they are missing the point. The money doesn't go to people who know how a microphone works, it goes to the people who know how to sing.

A bad singer becomes a louder bad singer with a microphone in their hand.

Today we have social media as the new 'microphone'. It takes a message and gets it out to the world almost instantly.

Many people have become obsessed by this new technology. They attend courses called 'Social Media Millions', 'E-Commerce Passive Income' and 'Make Money Online'. A few of these courses might be good but many get people focused on the wrong thing. It's not social media, e-commerce platforms or opt-in webpages that make people rich. It's their message.

Social media just makes people louder. The internet provides awesome leverage for a Key Person of Influence but can be a waste of time and money for someone else. Just like a bad singer is a loud bad singer when they have a microphone, a boring business message gets ignored online and a terrible upload can haunt you for years.

If you were alive at the time of the microphone I would have advised you to get good at singing rather than setting up microphones. Today you need to get good at pitching your ideas, productising your value, building your profile and partnering with other influential people. You don't need to get good at messing about with technology; when you have a powerful message you'll find a technician to do it for you.

KEY IDEAS

- The rules of the industrial revolution have changed.
- The world is now a deeply connected place and it requires a new type of leadership.
- People can find what they are looking for no matter where it is on the planet. They want it to be special, relevant and trustworthy.
- Traditional big business typically can't cater to these specific requirements of trust, character and uniqueness.
- Small highly niched businesses will emerge as very profitable and fun places to be contributing.
- Every niche will require a face to represent it. This will create the need for hundreds of Key People of Influence in every industry.
- Technology is only valuable if you have a powerful message.

NOTES ...

NOW IS THE TIME TO BE A KEY PERSON OF INFLUENCE

I could not have written this book any time in the past. Through the middle ages, you were either nobility or you were a serf. There was no chance of changing your life regardless of your passion or your talent.

In the Industrial Revolution there were only two types of people: those who could afford a factory and those who could not. A factory worker couldn't go out and start a rival business no matter how smart or hard working. There would be no point in telling people to go after their dreams: they had no means of production through which to be vital; most people had to be functional or they would starve.

Even in the year 2000 I couldn't have easily recommended the method that's to come in this book. You still needed to be a generalist. No one could find you if you had a business that did something specialised and arty. You still had to fit into the categories of the *Yellow Pages* (if you're under thirty, you might need to look that up on Google). Until recently big companies controlled most lucrative industries and you had to work within their structure.

Today all that has changed. Today the 'factory' costs almost nothing to set up (a laptop, a phone, a web site and a passion). And since the whole world can find you once you start taking your ideas online, every industry has broken down into sub-categories of little niches within niches. I call these 'micro-niches'.

Every industry you can imagine can be broken down into micro-niches, and each one needs a Key Person of Influence.

Banking, telecommunications, energy, transportation, travel and mining – all of these big industries have been disrupted by people who set up a business within a micro-niche. Previously people wouldn't have dared set up a business in these industries; now it happens every day.

In every niche and micro-niche there will be Key People of Influence. There is currently a massive demand for KPIs in the world.

When someone asks, 'Who's the best wedding make-up artist in Majorca?' you can Google search and easily find out.

If someone wants to go on a holiday for Jewish singles they can find the person who organises those. Crowd-funding for startup entrepreneurs? Someone's leading that conversation. A courier for stem cells? You'll find the person who's thought this through. Phone plans for twelve-year olds? There's a person who cares about this enough to find an innovative solution for parents.

In the next ten years there will be huge advantages for people who stand out as a Key Person of Influence in their chosen field. Teams will form around them, people will track them down from around the world, and the top money will flow to those who step up as a Key Person of Influence in their industry.

Fortunately, you are at the beginning of a trend. Things are possible today that were not possible just a few years ago. You are a 'first settler' in a brave new world.

THE SETTLERS AND THE SWAGMEN

I am an Australian and I was brought up hearing the stories about the 'First Settlers' of the 1800s.

At that time the agricultural age rules applied, so in order to create wealth and power first settlers staked their claim to a piece of land. They settled in one place and then worked their land to produce as much as they could from it; this became the place they built their fortune.

People who failed to claim a piece of land wandered around aimlessly, doing odd jobs for the people who owned the land. These itinerant workers were called 'swagmen' because they carried all their possessions in rolled-up 'swags' on their backs as they

navigated from farm to farm. They had no place to call home and they just kept wandering around looking for any work they could find. After a while all the workable land was claimed and they were stuck feeling resentful that they hadn't staked their land when they had the chance. They complained that they worked hard and didn't get paid enough.

In this new intangible economy, the first settlers create wealth and power by staking their claim to a niche or a micro-niche.

Mark Zuckerberg has claimed 'Social Networking'. Sergey Brin and Larry Page claimed 'Search'. Jeff Bezos claimed 'Online Shopping'. These are all examples of vast and very fertile 'lands', but there's still plenty of territory for you to carve out your own space too.

Owning a micro-niche is as valuable as owning land. If you are known as a Key Person of Influence in your field, you will attract the money and the opportunities that are flowing around that niche. Even when you pass opportunities to others, your wealth and power grows. The niche you claim is the place that people can easily find you. Others quickly figure out where you stand and send opportunities your way.

Some people in the ideas economy aren't staking their claim to a niche or a micro-niche. They are the modern day swagmen wandering around working on various projects but failing to claim their own niche. They keep coming up with new ideas but aren't brave enough to settle on something and really own it. They want to try and please everyone but they don't attract anyone.

After a while all the micro-niches in their industry will have Key People of Influence who have established themselves, and these wandering swagmen will wish they had claimed their place sooner.

They will resent the KPIs and say, *'I could have done that'*, even though they didn't.

Do you want to be a swagman or a Key Person of Influence?

You can't have it both ways. You can't be a jack of all trades and a master of none. You can't be a Key Person of Influence at 'all sorts of things'. You have to pick something that you are going to become known for and you need to start promoting it and turning away anything that isn't quite right.

Even Mark Zuckerberg started Facebook within a micro-niche. He began by saying he had a social network that was only for Harvard students. Later he incorporated more niches before he claimed the whole territory.

Now is the time to claim your first micro-niche. It's the time to say,

> *'I won't try to be all things to all people. What I do is special and I have my own unique way of doing it. Anything else isn't for me.'*

EVERY INDUSTRY WILL BE FINELY SLICED

In every industry there are going to be micro-niches within the niches. Each micro-niche will be an opportunity for a Key Person of Influence to claim it as their space. The internet will allow people from all over the world to find that Key Person of Influence and do business with them. People who fail to claim a micro-niche will wish they had because the internet doesn't really help generalists to stand out.

EXAMPLES OF NICHES AND MICRO-NICHES:

Niche: Heath and Wellness

Micro-niches: Raw food parties, body-transformations for busy executives, fresh juice delivery, ten-day detoxing retreats, natural supplements in cakes, vegetarian marathons.

Niche: Small Business Services

Micro-niches: Hair salon marketing, Facebook advertising for speakers, testimonial video production, low-cost virtual assistants for estate agents.

Niche: House and Family

Micro-niches: Dog furniture, accelerated learning for babies, portraits of horse owners with their horses, custom-designed home cinemas.

Niche: Clothing and Apparel

Micro-niches: Fashion with motivational quotes, non-leather 'leather' jackets, fashion advice for CEOs.

Niche: Travel and Lifestyle

Micro-niches: LGBT travel, cruises for over 65s, follow the F1 circuit for a year, scuba diving to rebuild a reef.

EXERCISES

- Make a list of possible micro-niches in the industry you most enjoy.
- Google some of these micro-niches to see if someone has already claimed this space or if it's still available for you to own (soon we will discuss how).

Imagine if there was one specific thing you would love to be known for, what would it be?

NOTES ...

YOU ALREADY HAVE A UNIQUE SET OF SKILLS AND TALENTS

The very good news is that in this 'new found land', almost anything can be turned into a fun, profitable business with a little bit of thought.

Your greatest asset is your existing passion, the skills you already have and, most of all, your own personal story.

You may think that the key to your wealth lies in some mystical wealth creation vehicle that you don't yet know about. Maybe you think it's the stock market or property development, or a franchise or a multi-level-marketing company.

The truth is that your real wealth is in your story. Your journey thus far has not been a waste of time; it's been perfect. Your hobbies and interests are not meaningless, they are a gold mine. Your passion isn't hollow; it's the best fuel you will ever have. You've already been a leader within certain circles. You already have examples of people you've helped, teams you've built and value you've added. You need to harness what you have and refine it.

There are already people taking home six-figure incomes from their passion for the strangest things. I've seen people making great incomes from:

- Training senior executives how to communicate with angels (a powerful metaphor for their intuition).
- Providing nightclubs with packaged marketing and promotions.
- Giving strategies for couples to get pregnant faster.
- Managing people's Facebook profile for them.
- Helping professional speakers fine tune the last 10 minutes of their talk.
- Sourcing investment properties for young professionals who work for major banks or consulting firms.

- Giving financial advice to celebrities.
- Selling special bags of organic mixed fruit and nuts that replace all meals for a week.
- Helping art collectors to buy rare sculptures.
- Sailing multi-million dollar yachts around the world on behalf of their owners.
- Helping people to adopt the same diet as our ancestors.

But here's the problem: every day you will open the paper and read about some individual who has made big money doing some new thing. You hear a story about a newly made millionaire who's achieving success in an industry you know little about. The assumption you may wrongly make is that it was the 'thing' that made the money. You might think it was the product or the industry that was responsible for their success and miss that it was, in fact, the marriage of that 'thing' with that person's story.

You may curse yourself for missing out on the latest trends:
'Oh, if only I was in the commercial property game.'
'It's FOREX trading that I should be doing.'
'I should have been designing an iPhone app.'
'Why didn't I think of being a life coach sooner?'

'What was I thinking by not being part of that telco franchise?'

'Silly me, I knew I should have joined that health food MLM from the start.'

Their thing might not be *your* thing. What you may miss altogether is the story behind the story.

The person who just made a fortune from real estate loved looking at real estate deals long before they got rich doing it.

The person who successfully trades financial markets was happy riding ups and downs for years before they had their payoff.

The Life Coach did three years of virtually unpaid work before she got her first big client and another four years before she became the highly paid speaker you saw on stage.

The guy with the lucrative, organic fruit and nuts business has been writing about health and wellness issues since he was sixteen years old.

It's their story that people buy into. You like them. You like their take on things. You like their ideas. You see how connected and admired they are in their industry. You want to spend time and money with them because they are a Key Person of Influence and that's attractive to you. The person in the story hasn't found *the* thing, they have found *their* thing. However, I could almost guarantee that it's not *your* thing. Unless you have been keenly interested in something for several years, forget trying to be a success story in that field any time soon. You simply can't beat the people who genuinely love an industry, and not because they think it is a quick formula for cashing in.

But wait a minute. Aren't I contradicting myself? Didn't I say earlier in this book that it takes just twelve months to become a Key Person of Influence? Now I'm saying it takes many years! No, I said…

'How to become one of the most highly valued and highly paid people in your industry.'

The most important words in that sentence are *'in your industry'*. Not just any place: *your* place. You already have a story; you already have a set of skills, talents and experiences that are valuable. It's time to see your story for what it's really worth.

There is already a theme to your life that has been unfolding. It may seem that you have done many things or that you have some strange and unrelated talents, but it hasn't been random at all. Everything you have done up until this point has been for a specific reason. It's been building up to this moment. It has brought you right here to this chapter in this book where you can get this message:

'You are already standing on a mountain of value. Your story is valuable, your experience is unique, and you are highly valuable – just as you are!'

You don't need to learn new skills; you are ready to create value now. You are no longer on this planet to be a consumer; you are here to produce.

You're ready to establish yourself as a Key Person of Influence through creative output, not through further consumption. All of your future learnings will come from the process of producing value, not through pursuing other people's stories or chasing distant trends.

This may rattle you a little. Surely, if you were valuable already you would already be earning the serious money. No, the reason you don't have the money yet is that you have not established yourself as a KPI and you haven't crystallised your value. In the next few chapters you will see exactly how to do this in five clear steps.

When you are ready, let's take a look at the Key Person of Influence Method.

EXERCISES

- Map out the timeline of your life with high points and low points. Start out as early as you can remember and try to remember some of the details for each memory.
- Once you have your life's timeline, look for the themes.
- Make a list of your skills and talents and see if you can join them up to see the themes.

ACTIVITY

On your bathroom mirror stick a sign that reads:

'I am already standing on a mountain of value. My story is valuable, my experience is unique, and I am highly valuable as I am. All of my future learnings will come from the process of creative output.'

NOTES ...

2

THE KEY PERSON OF INFLUENCE METHOD

A KPI traditionally refers to the term 'Key Performance Indicator' – a benchmark that people measure themselves against. Likewise, a Key Person of Influence sets a standard that others aspire to. If you become a Key Person of Influence, people will associate you with the level of performance they want to align with.

It's time for you to become a KPI.

STEPPING INTO THE INNER CIRCLE

In every industry there's an inner circle of Key People of Influence. If there's a good opportunity in their industry these people are the first to be told. If they don't like the opportunity they pass it to another KPI. If all the KPIs don't like the opportunity they kick it out to the outer circle.

This sets up an interesting situation. The inner circle is rich with good opportunities shared between a small number of people. The outer circle is full of many people fighting over the poorer opportunities. For this reason:

Until you are a Key Person of Influence in the industry you love, your full-time job is to become one.

#kpimethod

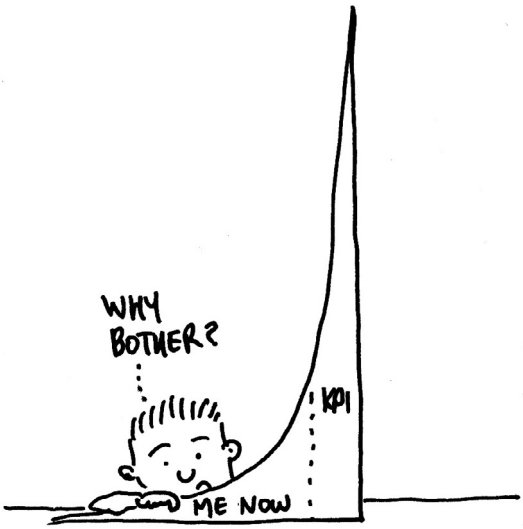
Nothing could illustrate my point better than the income inequality in the USA – supposedly a country where anyone can get ahead if they have a dream, work hard and act smart.

It's been revealed that the top 20% of the USA's wealthy control about 90% of all the wealth. The top 1% control about a third.

The research says that over the last thirty years, since technology came along, the top 10% of earners in almost every industry have grown their incomes by 300% while the majority have gone sideways or slipped backwards.

What does this tell you about how money works across the whole of the USA? It tells you that it's not even close to being 'fairly' distributed. Wealth moves to and from a small percentage of Key People of influence.

I'm not here to tell you this is right or wrong. I understand that all sorts of problems arise from inequality. My solution to this inequality is to shed light on how to have more income mobility if you want it by becoming the type of person who gets closer to the top.



Even if you are in the top 10% of earners you can expect to be sharing in a high percentage of the wealth. If you aren't, you will be fighting it out with the other 90% of people for the smallest percentage of the wealth – it will be exhausting and dehumanising.

It works in much the same way inside larger organisations too. The top 10% of companies in any industry often generate more than 90% of the revenue in that whole industry. The top 10% of people who run those top companies are earning more than ever, while the majority of people are trying to budget their monthly pay cheque.

If you've heard about people taking an exponential leap in their earnings, let me shed some light on it.

If a person moves from about the average in their industry into the top third of earners, they won't actually see a big shift in their income or their influence. They won't really get any special treatment, they won't hear about fresh opportunities and they won't stand out significantly in their industry even though they moved from the mid-point to the top third.

If that same person moves into the top 10% of their industry, their life changes dramatically.

As soon as a person crosses into the inner circle of their industry, they start sharing the biggest slice of the pie with a small number of their new contemporaries.

As they progress deeper into the inner circle and establish themselves as a Key Person of Influence, their income takes a leap, they get invited into important meetings, their voice gets heard and they have more input. It becomes a virtuous loop: the more input, the more they are seen as valuable and the more they get known as a Key Person of Influence in their field.

You must orchestrate your move into the inner circle of the industry you love; it's the most rewarding thing you can do. There's very little happening outside the inner circle that's worthy of your time.

HOW ARE YOU SHOWING UP?

For ten years I grew a training and events business. We hired celebrity speakers and expert presenters regularly and often paid them more money in a day than many people earn in a year.

These events pulled in crowds of people who wanted to learn from these top speakers. Before the events even started I began to see how people kept themselves from succeeding without knowing it. I also saw firsthand how some people made small shifts and found themselves in the top 1% of earners in their industry in under twelve months.

Let me explain.

In my time running business events and speaking at events around the world, I have seen well over 100,000 business people networking at events. These environments are usually brimming with opportunities and a KPI can walk away with more business than they know what to do with.

Before any event even begins, I watch people meeting each other and what I see has given me some unique insights. Most people are abysmal at generating any attraction with others even in an environment that's bustling. Most people walk away from a high-quality business event with nothing more than a small stack of business cards from people who have no interest in doing any business with them.

It's crazy; they are at an event with hundreds of motivated, screened people and yet somehow they can't do any business as a result of being there.

It's not because they are bad people, or that they don't have any value to share. It's simply that they have never been taught how to represent themselves as a Key Person of Influence. They are often unclear about the value they can offer; they seem to lack credibility that others can gauge; they come across as burned-out, lacking enthusiasm or willing to do anything to win business.

A Key Person of Influence doesn't show up that way. They are

clear, credible, energised, and they don't seem needy. They have the groundwork in place so they can show up confidently.

It doesn't take long to see the difference. At almost every event I've hosted, someone will come up to me and ask me about being a speaker at our next conference, promoting them to our database or doing another sort of deal.

At this point, I don't care if they are a trained speaker or if they have a well-conceived deal in mind. First, I need to know if they are a Key Person of Influence.

So I ask some typical questions – some I ask directly and other things I'm mentally checking for:

QUESTION 1. WHAT DO YOU DO?

It seems like a very open and general question, but I actually want to know they can stand out purely on how they pitch themselves at this point.

Most people say their job title or profession, 'I'm a management consultant', 'I'm a dentist', 'I run a car dealership', 'I'm in recruitment'.

Other people attempt to be unique and say something like, *'I motivate people to be their best'*, or something vague like *'I help people get what they want'*, or general, along the lines of *'I help businesses grow.'*

A KPI lights up when you ask them what they do. They are prepared and already know you'll be impressed with what they have to say. In under two minutes, they have you hooked. Their response has been honed and it's powerful. They speak clearly, with authority and relevance. They often communicate more in two minutes than others do in an hour.

QUESTION 2: WHAT MAKES YOU CREDIBLE?

Sometimes I'm mentally looking for clues, sometimes I might ask things like, 'Do you have a book? Do you have a following? Are you published in any journals or magazines? Do you have any remarkable case studies? Do you have any unique insights that few people can articulate?'

If I do ask, most people fumble and feel awkward that they have no proof of their value. They say *'I've been doing this for fourteen years', or 'You should see my work'.*

A KPI will ooze credibility. They will tell you about their insights, their thought leadership and the publications they are featured in. They will talk about their case studies and success stories; within seconds you know they are a legitimate professional in their field.

QUESTION 3: HOW DO YOU MAKE YOUR MONEY?

Maybe I'll ask directly or maybe I'm just fishing for answers: 'Do you have a day rate? Do you have products? Do you broker someone else's products and services? What do people usually pay you and are they typically happy with it?'

Most of the time their 'product' is them. They need to physically turn up in order to deliver value.

Conversely, they may have a product that is generic so I instantly compare it to other products in the market and I can't see what's special about their offering.

A Key Person of Influence has an elegant business model backing them up. They have an ecosystem of products and services that all fit nicely with their brand. They know how to differentiate their products just by the way they describe them.

QUESTION 4. ARE YOU KNOWN, LIKED AND TRUSTED BY OTHERS?

Everyone has a history and I'm curious to know what happens if I google your name. Are there blogs? Will great videos of you come up on YouTube? Will I see that you have thousands of Twitter followers? Will I find anything nasty? Will I find anything about you at all?

Most people don't have a profile even when you google their name. If you're lucky you'll get their LinkedIn and Twitter accounts. Rarely will you see blogs, videos, audios and community pages. It's even more unlikely that you'll find feature articles about them from external sources, reviews or interviews.

Many people want someone else to build their profile or expect they will get a profile after a deal comes off. The problem is that deals won't even get started if a person is an unknown commodity.

A KPI shows up when you google them. They have several coherent social media profiles. You'll find engaging video and audio; you'll see them written up in traditional media; and you'll see their work reviewed by third parties.

QUESTION 5. WHO OR WHAT ELSE CAN YOU BRING TO THE DEAL?

I can bring a lot to a deal: money, contacts, distribution, products, celebrity endorsers. Apart from the obvious, I'm interested to know what else you bring to a deal. Do you bring with you access to new products, big brands, wide reaching distribution, celebrities, skilled team members, databases or even money? Do you know how to structure a deal? Do you think win/win?

Often people will communicate inadvertently that they want the whole deal to be easy for them and difficult for me. They want to show up and speak, have my company promote their products or me to buy what they have to sell without asking too many questions.

When a KPI approaches me, doing a deal is easy, but their approach is win/win. They volunteer the additional benefits they bring to the deal. They have already thought about how the deal might be structured so it's almost risk free. They make sure they take on an equal share of the burden to execute the deal because they know how much work is actually involved in getting anything meaningful achieved.

Within minutes I know the difference between a Key Person of Influence and someone who's not there yet. It doesn't take long to do a deal or to pass on an opportunity because I know the KPI is prepared.

In the next chapters I'm going to outline an explicit five-step method designed to address these important questions and ensure that you are seen to be a Key Person of Influence in your industry. It builds in clarity, credibility, scale, transparency and commercial viability. It's designed to leverage your story, your experiences, your insights and your personality.

When you're ready to learn and apply this method, read on.

THE KEY PERSON OF INFLUENCE METHOD

Across all industries, the top opportunities go directly to a small group who present themselves as Key People of Influence in that field. The rest of those in the industry are left to fight over the opportunities that the KPIs turn down. It might sound unfair, but that's how it is.

It's not that hard to become a Key Person of Influence and it certainly doesn't take years to achieve. There are just five things that you need to have in place to demonstrate that you are a Key Person of Influence:

1. Pitch – your ability to communicate your value and uniqueness through your spoken word.

Key People of Influence can answer the question *'What do you do?'* with power and clarity.

Powerful pitching is the ability to clearly communicate your message in a way that influences and enrolls supporters into your projects.

Pitching is a vitally important skill. If you have something of great value to offer but no one can understand it, you're not going any further.

Throughout history, every great business, movement or cause began with a powerful pitch. Armed with little more than their words, many change-makers, leaders and entrepreneurs have launched a business, recruited teams, gained funding and even changed the world.

Conversely, many people who have had great ideas and personal resources couldn't get things done when their pitch was lousy.

Key People of Influence pitch for specifics. They don't cast a wide net, they are laser focused. Their pitch has gravitas.

When you have a great pitch you don't just make more money and attract great people, you also have more fun, attract further opportunities and experience deeper rewards.

2. Publish – Your ability to gain credibility through authoring content.

Published content creates ownership and authority over your chosen niche or micro-niche. If we were in the agricultural age you'd need the Title Deed to your land. In a global market full of ideas, content published online shows ownership, it puts your name on your work. Published books, articles and reports tell the world that you are an authority in your field. It's no coincidence that the word 'authority' has the word 'author' in it.

These days you can easily publish print and e-books; you can instantly upload blogs; it's inexpensive to make beautifully designed reports – and it's almost effortless to make it all available globally. If you publish, your ideas get seen and they spread faster.

The process of writing will make you smarter than most in your field: it will sharpen your communication skills, develop your stance on each topic and help you to spot trends in your thinking. Published content on its own is an intellectual property asset that can be further developed in your products.

3. Product – Your ability to scale your value through an elegant product and services ecosystem.

Turning your skill set into an asset is an essential part of becoming a Key Person of Influence and this happens when you productise your intellectual property. The products you represent will play a central role in the commercial success of your enterprise.

You must have several products, each designed to complement

the overall mission you have as a Key Person of Influence. Part of that challenge is to have products that are built for high volume and some that are built for high value.

Products help you to become, know and transfer value. Even services businesses can create a 'productised service' and develop additional products that complement the core services business.

As soon as you develop quality products you'll increase your opportunities to scale and even go global if you want to.

4. Profile – Your ability to become known, liked and trusted in your industry.

When people do a search for your name, you must come up on the first results page in order to show you are clearly a Key Person of Influence in your chosen field.

There is no longer an excuse for being invisible online – you are who Google says you are. If you're invisible, you won't complete bigger deals no matter how well you pitch.

You're in control of your online profile. It's your responsibility to create a powerful online presence using social media and traditional media hand in hand.

It's important to clean up anything that's confusing or outdated and to remove anything that doesn't serve your personal brand.

With a well-crafted profile you'll find that perfect inbound opportunities start to show up regularly and you get more success with what you go after.

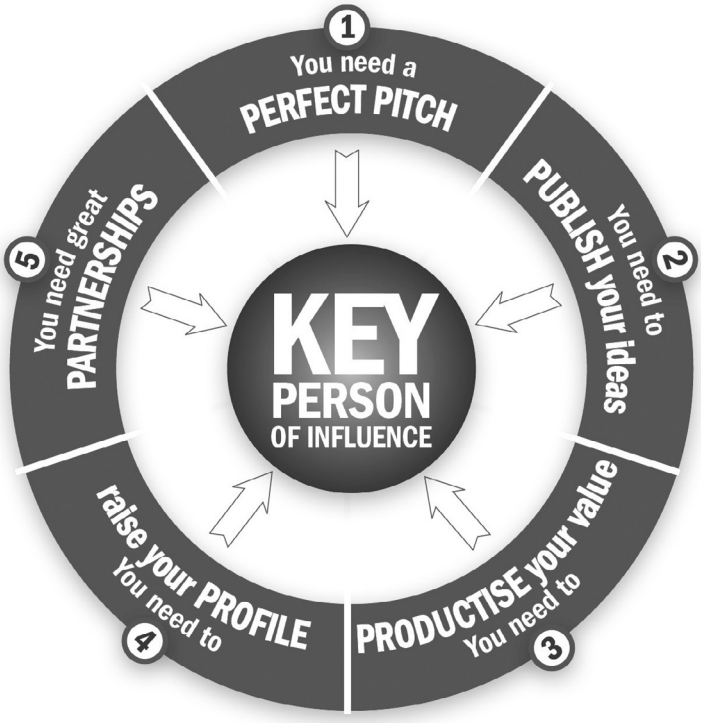
5. Partnership – The ability to structure and maintain strategic relationships that benefit everyone involved.

As you may have guessed, the real wealth comes when you complete this final stage and begin leveraging with others in an effective way.

The spirit of partnership generates a multiplier effect. Rather

than two people competing over how to slice a pie, they work together to build a bakery and produce more pies than they know what to do with.

Consider that there is already someone who has a list of thousands of potential customers for your product; that there are already experts in your industry who would jump at the chance to be interviewed by you to create a product that enhances their brand and yours; that there are already people who have products that your contacts would be interested in and they would happily pay you a healthy percentage for making the sale.



THE ORDER IS IMPORTANT

There's no point trying to skip over any of the five steps. You can't just leap straight into a lucrative partnership if you have a poor pitch, no credibility, a broken business model and you're invisible when searched.

If you try to create a product but you can't pitch it, it's not going to find its market. Building a profile without any written content just doesn't work.

Real money can be made from partnerships but they don't happen until people know that you are a KPI. The fastest way to become a KPI in your industry is by doing these five steps in the order I've given them to you (Pitch, Publish, Productise, Profile and Partnerships).

THEN THE RESULTS COME

When you have all five steps in place, you will be amazed at what happens to your life. You will be asked to speak at events, you will be referred to as an 'expert', you will get more focused opportunities coming your way, you will be able to access most people in your industry and you will earn more money with less struggle.

I've watched this method transform peoples' lives and businesses in fifty different industries in a dozen different countries. If you implement this method, it will transform your business and your life too.

This isn't 'voodoo' and it's not a gimmick; this method is based on best practices you can regularly see working in the real world. These five strengths are the cornerstones of hyper-resourceful people. You will become a person of vitality rather than a person of functionality if you implement this method.

Becoming a KPI is not about late nights swatting over text

books, getting more qualifications, or putting in another few years' hard slog in the office. The faster you can get these five steps completed to a high standard, the faster you will be a Key Person of Influence on the inner circle of the industry you love.

Sadly, you get no points for *trying* to complete these steps. You only see big results after all five steps are completed to a high standard. Almost having a book means you have zero books on Amazon. Almost having a product means you have nothing to sell but your time. Almost doing a partnership means you are still working alone.

For some time you'll be putting in the effort and the results won't appear because the five steps aren't yet complete. Stay with it, keep going – it will be worth it when you've completed all the steps. Influence comes from output, not from hard work.

In the next chapters we will examine ways to get a breakthrough in each of the five steps of the KPI Method.

KEY PERSON OF INFLUENCE QUIZ

What gets measured gets improved. We've devised a measurement tool so you can focus on areas that need the most improvement.

Before you read on, take the Key Person of Influence Scorecard at: www.keypersonofinfluence.com/scorecard

This set of questions is designed to score you on the five areas of influence described in this book. It gives you a customised report based on your answers.

The results of this scorecard will give you a starting point and show you where you are already strong and where you need to focus your attention.

www.keypersonofinfluence.com/scorecard

CONGRATULATIONS ON COMPLETING "THE KEY PERSON OF *Influence*" INDICATOR QUIZ
YOUR RESULTS
8
9
10
OVERALL SCORE
89%
6
10
PARTNERSHIPS 10/10
Do you create strategic partnerships and alliances that increase results?
YOU ANSWERED QUESTIONS THAT RELATE TO 5 AREAS OF INFLUENCE IN A BUSINESS AND LEADERSHIP CONTEXT.
We've scored your answers against these five criteria giving you a score out of 10.
A score of 8-10 is high, 4-7 is moderate and 1-4 is low.
Additionally we've given you an overall score which takes into consideration the way your influence translates into tangible business results. A score above 80% is high, 45% - 80% is moderate, and below 45% is low.
Like Be the first of your friends to like this.
CLAIM YOUR BONUSES FREE OF CHARGE

17% COMPLETED
IF SOMEONE GOOGLED YOUR NAME, WOULD THEY FIND MOST OF PAGE 1 IS POSITIVE LINKS FEATURING YOU?
YES NO

STEP 1: PITCH

Your 'perfect pitch' is so much more than you think. The truth is, with a perfect pitch you will be swamped with opportunities.

Many of the greatest wealth-creators and change-makers throughout history started with little more than a persuasive pitch.

Here are some excerpts from perfect pitches that changed the world:

'I have a dream that someday this nation will live up to its creed that all men are created equal.'

Dr Martin Luther King Jr

'We choose to go to the moon by the end of this decade, not because it's easy but because it's hard.'

John Fitzgerald Kennedy

'Let's measure the success corporations by how much they enhance human well-being.'

Anita Roddick

'You must be the change you want to see in the world.'

Mahatma Gandhi

Can you imagine asking these visionaries *'What do you* do?'

Their response would be so exhilarating, provocative and contagious that you would want to help them in any way you could. That is how you want people to react to your ideas too.

I often ask business people to rate themselves on how well they think they answer the question 'What do you do?'

Most give themselves seven or eight out of ten – but does this reflect the true potential of a great pitch?

Consider that everyone you meet knows over 250 people. A ten out of ten would mean they want to tell everyone about you. They would want to phone their most prized contacts and introduce you. A ten out of ten means that people might update their Facebook status about you, give their time to your cause, and share resources with you.

With this in mind, most people rate poorly for their pitching skills. They let too many opportunites go to waste in every interaction.

Don't be discouraged; get excited. There is massive room to grow just by improving the way you describe what you are up to in the world.

After you get this right, when someone asks you the quintessential networking question *'What do you do?'*, your answer will have the power to unlock resources.

A not-so-potent answer will elicit a polite response, but nothing much will come of the interaction. We need to tune in to the real response you're getting.

BEWARE OF THE POLITE RESPONSE

A polite comment is one of the worst responses you can get when you tell people what you do. It is polite responses that keep you looking good but going nowhere. You can go nowhere for years because of polite responses.

Most people think it is encouraging that others nod and smile. When someone says 'Sounds interesting' or 'How long have you been doing that?' it is actually a meaningless non-response. They are being polite, but in truth are not engaged or interested.

What you want is an emotionally-charged response. They should either love it or hate it. Ideally, you want to see some immediate action.

You want people to engage with you. They should either want

to pull out their diary and make a time to talk to you, open their contacts and put you in touch with someone they know or tell you 'Your idea will never work!'

Positive or negative, a strong reaction is much better than a polite, benign response because you know they are listening and considering your ideas, not dismissing you. You must stir up a reaction and make a connection – be anything but boring.

A REAL PITCH GATHERS PACE

It isn't just for one-to-one interactions that your perfected pitch comes out to play. The day you get invited to speak in front of a group or to the media is the day your life can change dramatically.

Perfecting your pitch leads to bigger audiences and faster results each time it's delivered.

Clients we've worked with often start out with an average pitch. Within days of crafting a better pitch they see people responding differently to them and they often win unexpected business within days. A year later, if they have consistently pitched more powerfully they find themselves in the media and on the stage.

I have seen great speakers take the stage, share their vision and rally incredible amounts of support. I have seen a 45-minute talk raise millions; I have seen an 8-minute pitch that resulted in over 250 people rushing to grab a business card from the presenter (it held up the event by over 30 minutes); I've watched 18-minute talks that have changed my outlook on life.

When you know 'what you are up to in the world' you become a magnet for opportunity. When you can communicate that message to a group, you speed up time and can achieve a month's work in a day. People see your vision, they see you leading the way, and they come rushing at you with every resource you could ever need, want or imagine.

But who are you to command that attention? Who are you to have people rushing your way? What's so special about you? Let's find out.

YOU ARE ALREADY STANDING ON A MOUNTAIN OF VALUE

Remember, your story is already more valuable than you think. Don't dare throw out your history. Sometimes it is simply that it is difficult to see your own value and you need to speak with others about your ideas and dreams to clarify or simplify it.

Where I grew up in Queensland, Australia, there is an ancient ridge of volcanic mountains called the Glass House Mountains. We would climb the imposing giant, Mount Tibrogargan. From the summit you get a view of how massive all the other smaller mountains are and it doesn't feel like you are standing on the tallest mountain of the group. From that lofty vantage point, the peaks are equalised.

Most people are already standing on a mountain of value; however, it is difficult to see the size, shape and attributes of your mountain when you are on it. When you look down at where you stand, all you see is the dirt beneath your feet; and when you look up, you see how impressive the other mountains are.

It is very easy to see value from a distance: you see the value in others so effortlessly, but you sometimes fail to notice the immense value in yourself.

This is why you need to engage with objective people you don't already know and get their input. You need to get someone else to reflect back to you what they see as your value and how it should be packaged.

We've run pitching workshops all over the world and seen that an experienced entrepreneur with some perspective can often tell you more about the value you offer than your closest friend or spouse.

Get yourself around a dynamic person or group who can take you through a process of questioning and making suggestions until you have a pitch that you feel proud of.

People who have worked with our team discover that their story is already of amazing value when pitched correctly. One of the most exhilarating things I get to witness on a regular basis is when someone breaks through and sees how much they have to offer the world just as they are.

Sometimes it is overwhelming to people when they see what they have been hiding. It's like discovering you have an original Van Gogh sitting in your basement. Right under your nose is a mountain of value. Many people unlock a burst of energy they never knew they had when they start to sense it.

DISCOVER YOUR 'BIG GAME'

One of my mentors is a man who has built three multi-billion dollar businesses. He has personally secured hundreds of millions' worth of investment for his ideas. He knows how to create a powerful pitch.

He says that at the heart of a perfect pitch is a mission, which he calls 'Your Big Game'; it's what you want to be known for.

Your perfect pitch must contain your 'why'. It's your compass. It's the reason you get up each day.

Bill Gates said Microsoft's big game was 'To put a personal computer in every home and on every desk in the world.'

Ray Kroc said that McDonalds' big game was 'If Man goes to the moon, we will go there too, open a restaurant and serve him a great burger at a great price.'

Oprah Winfrey said her big game was to 'Share a daily dose of inspiration with women all over the world.'

My big game is to 'Create influential leaders and entrepreneurs all over the world who solve meaningful problems at scale.'

Your Big Game should:

- Get you out of bed raring to go in the morning and keep you up late at night.
- Become the heart of how you design your business and how you get results.
- Become the source of the irresistibly delightful experience you deliver to everyone who comes into contact with you.

Your perfect pitch is not just a set of well-rehearsed words. It is a statement about what you are up to in the world. It's your big game that lights you up just thinking about it.

THE COMPONENTS OF A GAME WORTH PLAYING

It must be fun: There is no point playing a game that is no fun. Sure enough it will have its share of struggles, it will have its frustrations and at times it may seem impossible. Underneath the challenges, it will still be an exciting and fun game you want to get up each day and play.

It must have rules: There are clear structures, time frames and behaviour that is 'out of bounds'. You must be able to explain to people 'the rules of the game'. Someone on your team might ask, 'Why do we spend so much time with customers after they already buy from us?' To which you might say, 'One of the rules for the game is that we must have customers who feel respected and appreciated by us and rate us at least 8/10 on customer service.'

There must be players: Every game has players who come to the game because they consider their strengths are well suited to the game. The better your players, the more fun the game. It's fun to watch the NBA because all the players are almost superhuman. Your game should be set up in a way that attracts top players who want to join you to demonstrate their abilities.

There must be a prize: Committed players love to play for the fun of the game, but when you have a coveted prize at stake everything goes to the next level. Is it money? Is it ownership? Is it recognition? Is it something even bigger? Whatever it is, the prize must be exciting for the players.

There must be a way to win: Imagine a game that has no end time. Imagine a game that doesn't keep score. Imagine a game where there is no clear way to win. It would not be fun and it would not keep people interested.

As the inventor of your game, you get to set the goalposts that let you know when you are winning and how you will know when you have won. Just like professional sporting events, your game should offer short-term wins as well as an overall championship victory. The thought of winning should stir you up emotionally and make you feel a surge of energy and focus.

There must be a way to lose: If you can't lose the game, then it's no fun either. The game must be edgy enough that the players realise it's entirely possible to lose.

The thought of losing the game should be a strong driver, and there should be a point where it is clear the game has been lost so players know when it's time to go back to the locker room and rethink their strategy.

The question you must ponder again and again is this:

'What's the big game I would love to play over the next three years… Win or lose!?'

The answer needs to make you feel enlivened. When you have that answer you are ready to construct your pitch around your big game.

EXERCISES

- Write the words 'My Big Game' in the centre of a piece of paper and mind map the factors that are important to you.
- Make sure you have insights for each of the six elements in your Big Game.

NOTES ...

YOU CAN'T PLEASE EVERYONE

Next you must choose your starting place for your big game to begin. This is the specific micro-niche you will tackle first.

Even a massive phenomenon like Facebook started out exclusively for Harvard University students to share their drunken photos; they then expanded to allow all university students. From a tiny micro-niche big things can grow, but it almost never happens that a business sets out to please everyone and actually achieves it.

We've advised clients to get specific about their micro-niche and they resisted at first. It feels safer to stay open, general and non-specific. Although it's counter-intuitive at first, we've seen time and time again our clients gain traction when they pitch their micro-niche.

Consider your niche and add more criteria. You need to know exactly who you are trying to serve or the problem you're out to solve. Your pitch might focus on a gender, an age group, a geography, an ideology or a socio-economic group. Your pitch could address a specific unmet need, a common frustration or problem for a specific group of people.

Sometimes it's based upon your best ever client case study. More often than not, you will know someone who's the ideal template for your micro-niche; it might even be *you* and the frustrations will be *yours* (either past or present).

If you can closely relate to the issues, you can craft a pitch that fits your niche. Alternatively you might target a niche based on your past because you can remember vividly a struggle that needs addressing.

Your micro-niche should consist of people who you would enjoy connecting with and people who would equally enjoy connecting with you.

If you are not a vegetarian, don't make it part of your niche just

because you think it makes business sense. You will either get found out as a hypocritical meat-eater, or you will end up hating your business because it's not a good fit with who you are.

Choose a micro-niche that you identify with personally, with genuine concern and interest. You'll need to feel comfortable saying 'no' to other opportunities until you've achieved a level of notoriety within this micro-niche. Choose carefully.

USE A SNIPER RIFLE, NOT A SHOTGUN

Intuitively, people believe that taking a general, all-encompassing approach to pitching is more effective than a narrowly focused pitch; experience shows me it is not. When you try to catch everyone in your net, you catch no one. The 'cast your net wide' – or more graphically, the heavy artillery shotgun – approach to business is well and truly dead.

A broad approach is especially ineffective when you are starting out. You need to become a laser-sharp marksman focusing on a very specific micro-niche.

For thousands of years people only did business with those who were geographically close to them. They bought from the baker down the road, the accountant nearby and went to their local toy store. In a world where geography was a natural barrier, a 'general store' approach worked well because you could capture as many people as possible in your local vicinity.

Today we live in a world unlimited by geography. We are connected to each other with the swipe of a finger on a smart phone. People now buy from the companies they find when searching on their iPad, regardless of where the business is geographically located.

For this reason, you need to focus. You need to become known for the micro-niche and be prepared to sell to people wherever they

are. The 'general store' is Amazon and you're not going to beat them at their game. Instead you'll use their technology to reach people all over the world.

Your micro-niche is something you pitch for. Whenever you are asked, 'What do you do?' you share exactly the type of thing you are aiming for even though it can exclude other opportunities.

No more giving boring, general answers; from now on, go directly after the perfect client or project you want to work with.

CONSTRUCTING A SOCIAL PITCH

You have a big game. You have a starting point. Now we need to address that age-old question 'What do you do?'. Your response can lead to a deep conversation or it can lead to polite (but disengaged) chit-chat. Your goal is to prepare a short answer to this question that lights people up and has them asking for more.

This social pitch gets used daily. It will end up being used online and others might even start using it when they introduce you. If you have a team, they need training to prepare a social pitch too.

Let's take a look at ten examples of how a normal response to the question 'What do you do?' could be turned into a social pitch:

- **From:** 'I have a PR agency. We do work on brand endorsement deals.'
  To: 'I run a PR agency. We specialise in matching celebrities with product endorsement deals. These deals make money for everyone involved and last for years. We've done deals for big businesses right through to startups.'

- **From:** 'I'm an M&A consultant. I help businesses grow through acquisitions.'
  To: 'I specialise in mergers and acquisitions. I help

companies to buy out a competitor without using any cash. Many of my clients have doubled their revenue in a single deal.'

- **From:** 'I have a financial services business that provides advice.'
  To: 'I have a financial advice team who solve billion-dollar problems for governments and banks. We have fifty finance geniuses on our team who do nothing but crunch data on investments and risk. Our mission is to solve the financial crisis facing retiring baby boomers.'

- **From:** 'I have a training company that deals with HR issues.'
  To: 'I have a training company that teaches managers how to fire an employee properly. We are experts in how to have difficult conversations and to how to fire people so that they feel ok about it. We also save our clients a fortune in legal claims.'

- **From:** 'I design websites, blogs and e-commerce platforms.'
  To: 'My design agency creates blogs for non-fiction authors. We help turn a book into a business. Typically our work results in more paid speaking, consulting and book sales.'

- **From:** 'I'm a personal fitness instructor and I help people to lose weight or tone up.'
  To: 'I'm a fitness instructor. I take people on 10-day fitness retreats to Thailand to learn Thai-Boxing on the beach.'

- **From:** 'I'm a Chartered Accountant, but don't hold that against me!'

To: 'I'm a chartered accountant, I only work with consultants who charge over $500 a day. If a consultant is earning over $70,000 annually I can usually save them at least $3000 and two hours a week.'

- **From:** 'I make furniture and other goods.'
  To: 'I create rare, exclusive, one-of-a-kind boardroom tables and desks. Our tables and desks often go up in value and are collected by billionaires and celebrities. Recently we were appointed to supply our work to one of the world's most exclusive brands.'

- **From:** 'My wife and I are starting up a business doing travel related services.'
  To: 'I used to work for a major airline rewards program. I switched sides and now I help business owners game the system and fly around the world in business class for free on their points.'

- **From:** 'We shoot video for businesses. We can do anything relating to film production, editing, animation… stuff like that.'
  To: 'We film orientation and training videos that get shown to new members of staff in their first week. The goal is to get everyone representing the company properly from day one and create a high performance culture.'

WHAT DID YOU NOTICE?

These ten examples are based on real-life successful businesses. As a result of improving that basic first response to the question 'What do you do?' they have generated a lot of business and opportunities in the real world, and they are more engaging than most people you'll meet.

In these examples the response focused on the value for the person listening versus the facts about the person speaking.

How will you change your social pitch?

BUILDING A STRONG PRESENTATION PITCH

Once people are hooked by what you do, they will want more. The goal is to make a scheduled time to deliver a 'presentation pitch'. This could range from a few minutes to a few hours, depending on the circumstances.

A presentation pitch can't be left to chance. When you have a captive audience you must be prepared to cover your bases. You also can't sound ill-prepared. You must know your pitch so well that it comes from your heart more than your memory. This means you need to write out a presentation pitch, learn it and practise it until you own it.

You know you have it when you can talk passionately about your topic for three minutes or three hours without much preparation. Getting to this point requires you to start with some structure.

Let's take a look at some key things you need to know about your pitch.

YOUR PITCH CENTRES AROUND SOLVING A PROBLEM

People don't buy anything unless it solves a problem. They might not describe it that way; they might say they have a need, a want or a desire. The deeper truth is they only buy things that fix an unmet need.

There is no value in coming up with an idea that doesn't solve a problem in a better way than is currently available. There's no point pitching an idea unless you understand what the problem is that you're able to resolve.

There are two types of problems, the solutions to which are particularly valuable:

- Something people or businesses are already doing/buying which you can provide better, cheaper, more conveniently or with more emotional benefit.
- An unsolved problem people or businesses have, or will have soon, as a consequence of technological, economic, political or social change, which you can predict and solve.

A PITCH MUST BE GROUNDED IN REALITY

For your pitch to have real power and value for others, they need to see your idea is inspired by a genuine insight that is based in reality. This means they want to know how you arrived at the ideas in your pitch as well.

Ideas based on reality are almost always born from one of three insights:

- **A Customer Insight.** One day you might have been shopping for something, and you just couldn't find what you were after, the service you received was terrible, you discovered something shocking – or you just knew that it

could be done in a much better way. So you set out on a mission to right all the wrongs that you saw as a customer.

- **A Technology Insight.** You've spotted a way to use or create technology that solves a real problem or offers a brand new benefit to people. You see that there's some new opportunity to combine your niche with a new technology and make life easier. Usually you're well experienced in this technology and you've spotted a new application for it.
- **An Industry Insight.** You know your niche so well that you've been able to figure out how things should be done better, faster, cheaper, more consistently or with more fun. You've got deep insights into the future and you're going to be the first person there.

YOUR PITCH MUST BE ALIGNED TO YOUR STORY

When people hear you deliver your presentation pitch it must tell them more than just why this is a good idea; it must tell them why it's a good idea for you. For any idea to hold your attention long enough and gain traction, it must be aligned with your strongly held beliefs or else you will get bored with it.

A great presentation pitch leaves people with the feeling that you were 'born to do this'.

One of my own strong beliefs is that entrepreneurs and leaders can solve meaningful problems in an expansive way. I want to see a world where more people are empowered to be entrepreneurs and leaders. This lines up with my personal story. Since I was a kid, I've been using the entrepreneurial mindset to solve meaningful problems.

If I get involved in any business that is aligned to that mission I know I will stay energised. Whenever I have tried to go after a good idea that didn't really line up with my beliefs, I tired of it quickly and it fizzled into an expensive learning experience.

QUICK EXERCISE ...

What strongly held belief do you have that makes you perfect for your business or idea?

I strongly believe….

YOUR PITCH MUST ARTICULATE THE PAYOFF

Your presentation pitch must articulate the benefits you bring to the person listening. Too many people talk about what they do, what they are good at, what they are experienced in or what they are qualified for. All of that is irrelevant if you don't translate it into a payoff for the person who's listening.

A dentist should talk about creating the perfect smile, removing people from pain or extending the life of youthful, clean teeth.

Lawyers should talk about protecting a business from a well-funded competitor, preventing an idiot from winning a spurious claim or ensuring the co-founders of a startup are energised and focused on the business rather than bickering over their percentages.

I recommend you have three core benefits that others will experience as a result of working with you.

For example, when I explain the Key Person Of Influence method I expand on the three big payoffs:

- You get to earn more money with less struggle.
- You get more recognition within the industry you love.
- You get to attract more of the right opportunities that energise you.

If people understand the payoff, they are interested in how to get it. Even if you have an amazing product, people won't buy from you if they can't figure out what it means to their life.

It's best to link your product to the classic, highly valued payoffs – more money, more time, better quality of life. Be as specific as you can.

QUICK EXERCISE ...

What three payoffs do you want to give to others?

HOW WILL YOU DELIVER THE RESULT?

Once we know *why* you want to do something and *what* it will do for others, the big question most people want to know next is *how* you will deliver it.

Will this be a consumable product? Will it be a service? Will it come as a subscription? Is it a training program? Is it a website? Will it be a retail store? How you get your value to others can be in many forms and it may grow over time.

Richard Branson has a big why: *'to shake up old industries and give customers a more delightful experience'.* Virgin delivers three main promises: to give customers a better deal; to make its service fun; and to champion the needs of customers. How they deliver it is through trains, planes, credit cards, phones, festivals… and about 150 other businesses.

QUICK EXERCISE …

How do you get these three valuable promises over to others?

CONSTRUCTING YOUR PRESENTATION PITCH

When you know the foundations of your pitch, life and business gets easier. With strong foundations in place you can easily give a talk, write a brochure, create a new product, author a book, record a video or do a deal.

The most important next step is using these foundations in a nice logical order to share your ideas with others in a way that allows them to get enrolled in your vision.

There are many ways to structure a pitch. The first method I teach people when they are new to pitching is fairly basic.

POSITION YOURSELF AS CLEAR AND CREDIBLE:

It's clear to your audience who you are and why you are worth listening to. You might state something that reinforces this yourself, you might be introduced by a respected friend, you might arrive in your private jet (as any billionaire will tell you, the real value of a private jet isn't the leg room).

ARTICULATE THE PROBLEM AND HOW YOU NOTICED IT:

You have seen a real problem and you are calling attention to it. Richard Branson tells the story about how he was stranded in an airport and wondered if there was a better way to run an airline.

EXTRAPOLATE ON THE IMPACT OF THE PROBLEM:

You know that this problem impacts more areas of life than one might first think. You project forward into the future and stipulate what can arise if this problem isn't dealt with.

SOLVE IT:

Suggest that you have a way of solving this problem and share your ideas freely. Educate people on the key insight you have for making sure this problem is solved properly.

PROVE IT:

Back up your claim with some proof that it's a good idea; if you haven't got proof you can have a highly respected person vouch for what you are saying. Quote some statistics if you can or share a case study that adds weight to what you're saying.

ASK FOR WHAT YOU WANT:

Finally, get them to share what you need in order to take the idea forward. Be specific, be bold and be clear about what you want and why.

LEAVE PEOPLE UPLIFTED:

Don't finish a pitch on a flat note. You want to finish with a story, an idea or a vision for the future that gets people excited. People don't often remember everything you said but they surely remember the way you left them feeling. Be sure to deliberately leave people feeling something positive.

Use this structure to write out a pitch and rehearse it. It might seem a little too structured at first; however, with practice you will develop so much clarity in your own mind that you will be able to talk about your idea naturally and still hit these bases in the right order.

If your pitch sounds too rehearsed, you haven't rehearsed it enough.

PITCHING BONUS: PUBLIC SPEAKING AND MEDIA APPEARANCES

One of the fastest and most powerful ways to become a Key Person of Influence is to speak to groups, either at live events or through the media.

As a speaker or media personality, you are instantly transformed into an authority on your topic and you reduce the time it takes to get your message out.

One of the essential things all Key People of Influence must do is get comfortable giving their pitch to a group. This will only happen if you've practised your pitch one-on-one with hundreds of people.

The more you give your pitch to the people around you, the more likely it is that you'll be given an opportunity to leverage your message. It's virtually impossible to make it into the media or onto the stage if you can't deliver a powerful pitch to an individual first.

If the thought of public speaking or being featured in the media scares you, consider enrolling on a speaking course or working with a professional to ensure you can get your message across to a group as powerfully as you can do it in a one-to-one meeting. No one is born with speaking skills; the insider secret is that every great pitcher, speaker or media personality has had training.

Organise your pitch into a talk, and ready yourself for the day you get invited to take the stage or appear in the media. It will also help you in Steps 3 and 4 of the KPI Formula when you go to create a product and an online presence.

EMBRACE THE CRITICS

A big fear people have when pitching their idea is getting what they perceive to be a negative response.

One of my mentors has raised hundreds of millions of dollars

for his businesses. He tells me all the time that one of the best responses you can get when you tell someone your idea, is 'That won't work!'

Rather than getting offended, he sees this negative reaction as an excellent opportunity to find out what people think is currently blocking the way forward.

If someone says to you, 'That won't work', don't be offended; get curious. Ask them why they think it won't work. Be patient, ask lots of questions and write down the answers. It's these valuable insights that will draw you to discover the most important elements of your pitch that you need to get across.

You might get the chance to pitch to the perfect person and they might start picking holes in your plan. Don't fight them, don't try to shut them down, instead get curious.

If someone says that it won't work because 'You won't find good staff who can deliver the specialised service', then your next pitch will become even more powerful when you say, 'A big reason this hasn't been done before is because it's almost impossible to find the staff needed to deliver the service. We have been able to overcome that issue, and here's how…'

A typical startup entrepreneur wants people to love their ideas and hates it when someone points out even minor flaws in their plan. A more experienced leader realises that a critical eye is a valuable thing and any shortcomings must be addressed in order to improve the plan.

Of course you want people to be blown away by your pitch but you're also pitching to get feedback and some of your best insights will come from your critics. If you feel that someone relished the criticism they gave you, it will be that much sweeter when you succeed after addressing their concerns.

A PERFECT PITCH POWERS PERFORMANCE

Your pitch is your foundation. It's the most basic asset you have as an entrepreneur, leader or change-maker; it's also one of your most powerful.

Larger companies, too, benefit when every person knows how to pitch. One of our clients taught his 50+ team how to pitch properly. Everyone, from the receptionist to the directors, had to know the three-minute pitch by heart. The results were stunning: the entire company saw greater alignment, more energy, more innovation and more sales, which could all be tracked back to this pitching activity.

Your pitch also forms the basis of the next steps in the KPI Method. From a great pitch you will be able to publish powerful content, develop hot products, build a trusted profile and get others involved through partnerships.

Without a perfect pitch you should be cautious completing the next steps in this book (go ahead and read on, but be sure the first thing you do is to get your pitch right).

If your pitch has flaws they will show up in everything else you produce. A poor pitch will yield a boring book, products that are impossible to sell, websites that don't keep people reading, and fruitless partnerships.

You want to be sure that what you have to say is valuable, that you are excited by it and that others can get excited too (or easily see it's not for them). You want to be sure you are happy about your micro-niche and the part you want to play in it.

You want to have tested your pitch on people who are in the know and gauged that they are in favour of your ideas.

If you're happy with what you have created then get ready for the next step in the KPI Method.

You are about to see how to get an express pass to the inner circle of your industry by writing and publishing your ideas.

BONUS

For a special audio download relating to this section visit:
www.keypersonofinfluence.com/pitch

STEP 2: PUBLISH

When you deliver a compelling pitch, several big questions tend to come up (whether people say them out loud or not). They are thinking:

- Why should I trust you?
- How do I find out more?
- How do I pass on this information?

A lot of people come up with big ideas every day; very few people can attract the right team and get a project to completion. The people you pitch to will want to learn more about the ideas you have and about you too.

People need to know that you are able to come up with credible insights, and that they can trust your ability to get things done.

Quality published content says a lot about you. A published book, for example, says that you have put enough thought into this idea to have written an entire book on the topic.

Published content online allows people to read your ideas and get to know your story from anywhere in the world. It allows information to be easily passed on without the need for a face-to-face meeting.

Interviews and articles that you've written say that you must either be an expert or have access to experts. We assume that in order to write a quality article you must have some expertise in this field or you must have been able to interview people with expertise.

Very few people create a significant volume of published content. If you have articles, blogs, reports, case studies and a book, you are much more likely to be perceived as a Key Person of Influence in your industry.

You'd be shocked to know how many of the world's biggest businesses started with published content. The founders of Twitter were bloggers and authors who were sharing ideas about the future of social media long before their platform was even conceived. Bill Gates wrote articles for his local computer clubs and attracted the first talented employees to Microsoft because of what he wrote.

Even established leaders and entrepreneurs take their game to the next level by writing and publishing. Sheryl Sandberg wrote the book *Lean In* and is now considered to be the world's most sought after COO. Richard Branson is dyslexic and manages to release a new book every other year. Donald Trump used his books to step out of his father's shadow and establish his own personal brand.

COMMIT TO WRITING A BOOK

For the rest of this section I want to encourage you to write a book on your topic. It requires you to produce about 30,000 – 50,000 words and cover a range of relevant information. You'll write case studies, stories, methods and all sorts of valuable insights in the process of producing a book.

A published author is often well connected in their field. By writing a book you will be able to pick up the phone and talk to all sorts of new contacts to get input for your book. If you have published something, chances are that you are able to attract the right people around you.

Imagine when you meet people and can say, 'I am the author of a book on my industry and while writing the book I discovered a potential business opportunity that I am currently working on.'

Now people are interested. This wasn't just anybody who came up with an idea; it was the author of a book. And if this person has what it takes to write a book, they could clearly add value to a business in that field too.

You might be a bit worried about writing an entire book. Maybe you believe you don't have enough content to fill a book; maybe your ideas aren't special enough in your opinion; maybe your ideas aren't worth writing about. These are all concerns that many now-published authors had before sitting down and writing their books and articles.

A friend of mine is a writing coach. In addition to writing several books himself, he has helped hundreds of people to plan, write, publish and promote their books. He has absolutely convinced me that there is a book in everyone if they follow a process and commit to its completion.

If it happens that you fall short of a book, you'll be able to repurpose your content into reports, articles, blogs, hand-outs and the like. So for now, set a goal to write a book.

WHY PUBLISH YOUR BOOK?

A book is a powerful document to create. In the process of writing all those words you will clarify your thinking, refine your ideas and generate intellectual property. When you publish, you'll be one of the few people who can find their own creation on Amazon.

The first thing you should do is construct some real reasons why you want to write a book.

Is it because you want the money? Do you want the 'bestselling author' title? Do you want to be featured in the media? Do you want to create something that will outlast you? These are all good reasons to write a book, and I am sure you will have some other reasons that will excite and motivate you too.

It's important that you get clear on the benefits you want to achieve from your book before you begin the process. When the writing gets tough, you need to be able to imagine yourself getting the things you want out of life as a result of your published book.

DIFFERENT TYPES OF BOOKS

Fortunately, there are a few different types of books you could write and each one has unique benefits.

Here are five types of books you could write:

1. NICHE – THOUGHT LEADERSHIP

This is a book you can write based on your story, your background and your recommendations for the future. It's full of your ideas and insights. This book is 'your take on things within your niche'.

People who have completed the Key Person of Influence Program have produced books like:

- *Honey Let's Buy A Boat – everything you wanted to know about buying (and selling) a power boat but didn't know who to ask*
- *Six Pack Chicks – Change Your Mind, Transform Your Body*
- *Naked Divorce – The 21 Day Program For Your New Life*

The advantage of this type of book is that it gives you plenty of room to demonstrate your ideas and your unique take on things. You are the star of this kind of book because it's you sharing your insights and your take on things.

2. BOOK OF INTERVIEWS

This is a book where you find existing KPIs and feature their stories or their ideas in a book. I was featured in the book: *Secrets of My Success* – a compilation of stories from entrepreneurs who the author considered to have achieved remarkable results. The author of this book, Jamie X Oliver interviewed dozens of people to construct his book.

The advantage of this type of book is that it's a great reason for you to get to know existing KPIs in your industry. Very few people can resist the idea of being featured in a book and most will happily sit for hours answering your questions for the book. You may even be able to record the interview and make it into a product (more on that later).

The disadvantage is that you don't get to be the star of the show. Your KPI status will improve as a person who must be well connected, but not as a thought leader in your own right.

3. BOOK OF TIPS

This is a book full of quick tips and rapid fire ideas. A great example is one of my clients, JP Devilliers, who wrote *ReShape: 77 Ways To Reshape Your Body and Your Life*.

He's a fitness trainer who had limited time between clients in the gym. He allocated three short slots throughout his busy day to note down a tip and by the end of the month he had his book.

List the ten main categories of interest you want to cover, then

come up with ten tips for each category. Now you will have 100 tips; if you write three tips per day it will take you less than two months to complete the book.

The disadvantage is that these books, if not crafted correctly, can seem a bit scattered or may appear not to delve deeply enough into a topic.

The advantage is that as well as being fun and easy for your reader to dip into this is also an easier format book for you to write. It's also very simple to repurpose each tip as a blog or magazine article.

4. PICTURE BOOK

For some industries, showing lots of pictures might be more effective. Clearly if you are a photographer or a fashion designer, people would be much more interested in your pictures than words.

One of the KPI Program clients, John Cassidy, is one of the world's top headshot photographers. His book *7 Mistakes People Make With Their Headshot Photos* is a series of before and after photos that illustrate the difference between a great headshot and a poor one.

He's put in his tips and his philosophies, and this short picture book serves as a perfect business tool.

The disadvantage is that this book probably needs to be printed in colour on high quality paper, using high-resolution photos; this can be costly to produce and will have a high price tag.

The advantage is that people love looking through picture books, and they tend to sit on coffee tables rather than book shelves. Print on demand technology has made quality picture books easy to produce in short print runs.

5. A CREATIVE PIECE

This could be a parable with a message or a fictional story. The advantages are that you get full license to make up as much as you like and that it's very much an expression of your creativity. People love creative books; fiction massively outsells non-fiction.

A good example is the book *If Your Body Could Talk: Letters from your body to you* by Jacqui Sharples. It takes the form of a series of letters written from a woman's body to the woman who 'owns' it. The book is powerful and compelling; it's hard to put down and has a profound impact on everyone who reads it. It works because Jacqui is a gifted writer and her message isn't lost in this format – if anything it's amplified.

The downside is that few people are skilled enough as a writer to get this genre right, and it has little value to you as a Key Person of Influence if the message doesn't come across. My opinion is to leave this genre to the pros unless you feel a strong calling to write this style of book and you're a confident writer.

THE MESSAGE OF THE BOOK

Once you have decided on the type of book you will produce, it is very important to consider the message you want your reader to walk away with. My writing coach says that a great book must answer at least one significant question that the reader is trying to answer.

Your readers may be asking themselves:

- 'How do I have difficult conversations with an employee?'
- 'How do people become wealthy, starting from scratch?'
- 'How do I protect my valuable business ideas?'

The reader's core question forms the theme of your book, and each chapter, interview or section is giving another key piece of information that answers this question.

PLANNING THE BOOK

Before you even lay your fingers on the keyboard to start writing your book, you must plan your book.

When you plan your book, you put the key question on a large piece of paper and brainstorm all of the connected questions people in your micro-niche might ask. Explore the content you need to share with them to fully answer their questions.

When you've done that, you need to arrange your ideas into chapters and then brainstorm your chapters in the same way.

If you spend three to five hours really mapping out each chapter, writing the book is a breeze.

The more you plan out your book, the easier it is to write creatively and the better your book will be. Some people prefer big sheets of paper and others like to plan their book using excel spreadsheets. Find a way that works for you and spend considerable time in the planning stage.

The writing process makes you smarter on your topic. It forces you to formulate vague thoughts into clear, articulate and tangible ideas that will spread.

CHOOSING THE TITLE OF YOUR BOOK

Whatever type of book you produce, one of the most important decisions is the title. Many more people will hear that you are the author of 'The Title You Chose' than those who actually read the book.

You might like to call your book something vague that only

makes perfect sense once read to the end. However, your book will lose impact with a cryptic title. If you introduce yourself as, 'I am the author of the book *The Race*, people can't tell the field in which you are a Key Person of Influence. If you introduce yourself as 'The author of *The Race Towards Green Energy* people instantly understand that you must be a KPI for green issues.

Don't wait until you have the perfect title before you create your book. Quite often several titles will hit you while you're writing. Ideas for other book titles may also come to you – however, I would encourage you to make them chapter titles in your first book.

When you're ready, make a list of at least five potential titles and run them past a few people to see which elicits the best response.

Go to a networking function and tell people you're writing a book called _____. Watch their response; if they want to put you in touch with some relevant people, you're onto a winner.

My belief is that you should choose a title that reinforces that you are a Key Person of Influence. It should be brand-enhancing and you should feel proud to tell people that you are the author of that book.

Some of the great book titles created on the KPI Program by our clients are:

- *Legally Branded* – Shireen Smith
- *Winning Client Trust* – Chris Davies
- *Process To Profit* – Marianne Page

All of these titles have been perfect for getting across the message that the author is a Key Person of Influence in their chosen field.

ENVIRONMENT DICTATES PERFORMANCE

Some people love the idea of going away to a writing retreat in the quiet foothills of a picturesque location. Before you do that, I

recommend first getting a writing coach or joining a writing group so you have access to feedback, accountability and guidance.

The perfect writing environment is more about accountability and feedback than the scenery.

The Key Person of Influence Program runs all over the world and has a high success rate for getting people to perfect their pitch and then turn it into a book in a matter of a few months.

People who join the Key Person of Influence Program are provided with coaching, mentoring and accountability through the book-writing process, and many are shocked to find they have a completed first draft in under thirty days.

As with anything challenging, being part of the right environment is half the battle. You want to be part of an environment that normalises the result you are seeking.

If you want to be better at tennis, join a tennis club or get a tennis coach. If you want to make more money, hang out with people who earn lots of money. If you want to write a book, get around people who are also writing a book.

The accountability of having someone coaching you and being part of a group who are all writing is a powerful formula for getting your book out.

There is a lot to learn about writing a book and getting it selling. It's worth working with someone who's done it before. So many people say they are 'working on a book' but few actually get it published.

Don't get caught in the trap of getting halfway through several book ideas; a book has no power until it's finished. A writing program can help you to get your book completed and on Amazon in under six months rather than thirty-six months (or never). Imagine what an extra thirty months of being a Key Person of Influence is worth.

PUBLISHING YOUR BOOK

In the past, getting a publishing deal was an essential part of becoming an author. Only publishing houses had the money and the power to print a large quantity of books and then get them distributed. Today there are printers and publishers who will print your book in very small runs on demand. There's no reason you can't print just twenty copies of your book at a time.

In the past, it was also pointless writing a book without a publishing deal in place, because you simply couldn't get it distributed. Today you can have your print book and e-book distributed worldwide through Amazon, iTunes and other sites. You can set up an author account online in a matter of minutes, and within a week your book can be shipping all over the world.

More importantly, when people google your name they will usually see you are an author on page one of the results.

Although it might seem glamorous to be published by a big name publisher, many Key People of Influence today are choosing to self-publish so that they can make more money from books when they sell or give them away at a cheaper price.

PROMOTING YOUR BOOK

There are many ways to promote your book if you want to focus on marketing. However, it is not vital that your book is a massive seller; it is more important that you are an author.

Each year less than a dozen books sell over a million copies. Most books don't sell more than 500 copies a year.

That's fine; if you use your book correctly it won't need to sell millions. The mere fact that you are an author and that people can see you on Amazon gives you more kudos and opportunities.

You will find that it is easier to get invited to speak, to get publicity in the media and to get face-to-face with key contacts once you are an author. Being an author helps you to become known as a Key Person of Influence.

When you meet people you can gift them a copy of your book (a book is the best business card there is). You can give your existing clients several copies to give to their friends. Strategically giving books can make you more money than selling them.

Remember, it is not authors who get great opportunities, it is KPIs. Your goal is to become the Key Person of Influence in your industry in under twelve months, not to spend all your energy trying to sell books. Without all five steps in the KPI Method, you'll miss out on the bigger picture.

The purpose of your book is to promote you, not the other way around.

PUBLISHING ARTICLES

As I mentioned, the reason I've focused on writing a book up until now is because once you have the content written you can repurpose it in many ways.

You can chop up your 30,000 word book into a series of articles, handouts and blogs once you're done. Of course you could also approach things the other way around and write articles and blogs first, and later use these as chapters in your book. An article, if published in the right place, can be incredibly powerful for building your brand and communicating with your market.

One of the KPI Program clients, Paul Fowler, owns a flight school and published a set of articles about his WWII Spitfire Project. He had a goal to build a squadron of replica Spitfires and the articles were instrumental in finding other interested parties and making it a reality.

Writing these articles forced him to get very clear about his ideas and gave him an excuse to interview relevant KPIs in his industry. After his articles were published in a boutique flying magazine, he was able to send copies to his existing clients and gain the credibility that comes with being published in an industry magazine.

Rather than just typing up a single article, I would urge you to at least write a set of ten articles, each 1000-1500 words in length, before you even begin to talk to the editors of publications.

By writing a set of ten articles, you still get the benefits of fully exploring your unique ideas and you can get in touch with a wide range of key people for interviews. You also get the chance to pitch several options to a publication, and if they like your work, you are ready to follow up with more content.

Be sure to collect any publications you are in, scan the front page along with your contribution and put it on your web site and on your social media profiles.

A book is a very valuable way to publish your ideas; however, if it's genuinely not right for you at this time, get started on creating your set of articles ready for publication.

PUBLISHING CREATES CREDIBILITY — PRODUCTS CREATE CASH

Your book, articles, blogs or reports will be brilliant tools for getting your thinking clear, for getting recognised as credible, and for connecting to the right people. However, there's not much money in it directly.

Well-designed products are the key to making money, so rather than pushing yourself to sell more books or to get paid as a writer, let's move along and explore how to create hot products that bring in the money.

Are you ready for the next step?

In the next chapter you will see that a great product can be high-value, low-cost and open up all sorts of opportunities.

If you are ready to turn your skill set into an asset, read on.

ACTION STEP

For some additional content on this step visit:
www.keypersonofinfluence.com/publish

HALFWAY POINT

How are you going with the hidden theme I mentioned in the Introduction?

The theme I'm talking about is something you are very close to, maybe it's something you've taken for granted until now.

Consider this theme I'm talking about has everything to do with your story and this book may only be a tool for finding it.

Maybe the theme I'm referring to started long before you even picked up this book. Look back in the early chapters, see what you can remember.

Keep looking, do the exercises and if needed, re-read this book a few times until you get it.

For now, let's continue your journey as a Key Person of Influence. The next step 'Product' is a powerful and important part of the process.

STEP 3: PRODUCT

Money moves towards hot products.

Why does Apple have lots of money? For over ten years they have produced very hot products. If they fail to do that in the future the money will dry up for them.

Why do oil and gas companies have lots of money? For over 100 years oil and gas have been very hot products. If we create more solar energy technology, the oil and gas companies will lose their hot products and they will lose their money.

What about you? The reason you've made money in the past is because of products too. Maybe you started by selling your time to an employer. Maybe you then started selling services to your clients. Maybe you've made money buying and selling a house. Any of these money-makers were actually about products. Your time was a product that an employer wanted, your services produced something your clients wanted and your house went up in value as it was seen to be an increasingly hotter product.

Maybe in the future you'll have other products to sell that you've not yet created. Maybe your business will sell products that are so hot you'll make more money than you can spend in your lifetime. Maybe you'll sell your business systems as a product in the form of a franchise or a license.

Your business will really take off when you have several products that spread your message and expand your income opportunities.

PRODUCT ECOSYSTEMS

Here's a powerful idea to consider:

Products and services don't make money; product and service ecosystems do.

Your business will really take off when you have a mix of products and services that all work together to maximise the value exchange in every customer relationship.

Businesses that make lots of money can't always put their finger on which product makes them the money. They give away some digital products for free, some things they sell cheaply, some products or services are high value but they only sell to warm prospects who had the free product.

Imagine if Google started charging for searches, maps or browsers. They'd probably lose their market share. It makes sense for them to give some things away and charge for others.

Some products are designed to build a relationship. Some products are designed to educate. Some products are designed to implement an idea.

All products are based upon your insights.

PRODUCTS ARE PACKAGED-UP IDEAS

Two hundred years ago the wealthiest people owned tracts of land and sprawling farms. One hundred years ago the wealthiest people owned massive factories and bustling production lines. Today the wealthiest people have big ideas that spread like wildfire.

We now live in a global economy that is largely intangible and centres on ideas. The successful people who make money and win the accolades are the people who have powerful ideas and can turn them into products.

The most valuable commodity on the planet today is called

'Intellectual Property' (IP). The biggest companies on the planet are valued almost entirely on their IP.

A product is merely a valuable insight or an idea that has been packaged up so that people can access it easily, repeatably and in a desirable way.

We live in a time whereby products are the new marketing and advertising tools. In the past, companies would make fairly generic products and then spend a fortune telling the world that they were the best.

Today that doesn't work. People have learned to tune out loud advertising and go looking for great products instead.

One of my favourite authors, Seth Godin, says that

> *'Finding new ways, more clever ways to interrupt people doesn't work. It's the person who knows how to create an idea that spreads that wins today'.*

Rather than over-spending on ads, the better way is to create better products that people want to access and tell their friends about.

If you create a valuable product, your customers and clients will tweet, share, blog, update and like it publicly, and do your marketing for you.

DIGITAL PRODUCTS

One of the best ways you can really share your ideas with a vast number of people in an effective way is to create a digital product; this will likely be a download or an online tool. Such products are not an interruption, they are a means of communication that consumers chose to participate in.

If packaged correctly, such products have a high perceived value, even though the cost to reproduce them is almost nothing.

If someone takes an hour to listen to your audio podcast, they feel rapport with you, they bond with you and really start to understand what makes you unique.

If someone takes your online training program, they've already begun to buy into your ideas. If someone joins your membership, books onto your webinar or takes your online test, they are spending money and getting to know you.

You start becoming the person they *must* do business with rather than a person they *could* do business with. You shift from functional to vital.

PRODUCTISED SERVICES

A service can be packaged up like a product. You can give your service a name, it can have a method, it can have a brochure, it can be delivered by other trained professionals. This productised service could include elements that are standardised and elements that are bespoke.

Don't fall into the trap of thinking you deliver a service and this step can't apply to you. Treat your service like a product and you'll see an uplift.

A plastic surgeon who joined the KPI Program thought he would struggle with product creation because it doesn't get more bespoke than performing surgery. He was (legally) able to give his method a name, create brochures, compile testimonials and add additional products into the overall bundle. As a result, his value went up and his waiting list grew.

Your service is part of the product ecosystem, so be sure to make it as productised as you can and to surround it with other products that help educate, inspire or relate to more people.

PRODUCTS EXPAND YOUR INCOME OPPORTUNITIES

Imagine that you get invited to be a guest speaker for thirty minutes at a seminar.

You agree, on the condition that you can promote your digital product for £50. At the end of the talk, you say, 'If you like what you just heard and you want to know a little more, I have a special offer for my online training program.'

If twenty people out of the group decide to buy, you just got paid £1000 for a 30-minute speaking spot: a great result.

This may also lead to a lot more business. Each person who buys the first product is more likely to want to do business with you in the future as well. Rather than it being logged as an expense to speak at a local function, your product allows you to become a highly paid speaker and continue the relationship with all the people who enjoyed your talk.

PRODUCTS DON'T SLEEP

If *you* are your only product, being paid for your time, this presents a big problem. You only want to work for about a third of the day and you can only be in one place at any given time. There will always be a limitation on what you can earn if your earning capacity is based solely on your personal attendance.

Products are expansive and liberating because you can sell them online 24 hours a day, seven days a week, and they can be delivered all over the world. This one fact alone is a key reason you must develop a product on your journey as a Key Person of Influence.

Selling your time may still be part of what you do but when you have products the value of your time goes up not down. A chef who sells a lot of recipe books makes more money for their time even though everyone has access to the recipes.

EVERY BUSINESS HAS IDEAS BEHIND IT

You may be wondering how 'product thinking' applies to a more traditional business like accounting, printing, consulting or logistics. Should these more unglamorous businesses create an information product for their clients too? Absolutely *yes*.

Regardless of the business, it is the ideas behind your business that make it special and prevent you from having to constantly compete on price.

In order for any business to stand out from the crowd, it needs to have some great underpinning ideas. People want to know what sets you apart or, at the very least, what is 'your take on things', before they get excited about you and feel happy to spend a little more.

Imagine a dry cleaner who gave you an app that told you what to do immediately if you stained your clothes. You'd keep that app on your phone and you'd think about your dry cleaner as soon as you spilt something on your shirt.

Imagine a men's fashion outlet that had an online video series featuring an image consultant sharing ideas on *How To Look Slimmer, Richer and More Powerful For Less Than £500*. Instantly you start thinking about spending £500 in that store.

Imagine a restaurant that had a report from the chef based on her commitment to sustainable, ethical farming. You'd talk to your foodie friends about it.

Just seeing a report called *Why I choose to pay more for my ingredients so that you can feel good about your meal* would make you feel good about paying a little more at the end of your night.

No matter what industry you are in, you need to share the ideas that make you unique. Explain to people what's so special about the way you deliver your service. Give them a peek behind the curtain at some of the things you take for granted but your customers never knew.

The clients I've worked with have produced things they never knew they could, and it transformed their business. They've created events, trainings, books, CDs, online tests, podcasts, apps and many other products that are designed to spread the word while making money.

TWO TYPES OF PRODUCTS

There are several types of products that can be useful for your business.

The real uplift in income comes from several products and services that all work together. A 'product ecosystem' creates a lot more money than any one product or service on its own.

There are two types of products you'll need to develop:

- Products built for high volume to drive relationships.
- Products built to deliver high value and drive profit.

Let's take a look at these two types of products.

START WITH PRODUCTS THAT SPREAD IDEAS

Everyone should have a free product. The person who will dominate your industry in the next ten years will be the one who is able to give more away for free than anyone else. The fastest growing companies in the 2000s were all companies that gave away incredible value for free – Google, Facebook, Twitter, LinkedIn.

The best thing you can give away for free is an information product that educates people as to why they should do business with you.

A FREE AUDIO PODCAST

It's remarkably easy to record and upload an audio podcast. As soon as you do, you'll have a free product that's available all over the world. When people listen to it they are thinking 'This person really knows their stuff' or 'This person is super connected' and they will want to do business with you.

There's nothing you can create more cheaply that has more value than an information product that shares your experience and insights with your potential clients. A podcast is free, it's valuable, it's global and it's fast. There's already a global audience downloading podcasts just waiting for yours to arrive.

AN INFORMATION KIT

An information kit can be something you sell online or offline. I know a couple who built a successful eBay business turning over about £250,000. They then created an information kit on how they set up their eBay business, sourced products and marketed them. That information kit generates over £750,000!

Consider what you know that you could turn into an instructional guide. Is there something that people already ask you to teach them? If it comes up again and again, it could be an indication to you that there are people all over the world who want to know these answers too.

An information kit usually has workbooks and training resources. It could be something that is a standalone product or something that accompanies a live training.

A WEBINAR SERIES

Webinars are online seminars or panel discussions that people can tune into from anywhere in the world. They are free or very cheap to set up and they have an impact.

Sometimes you don't even need to be brilliant in order to create a brilliant webinar. If you are able to secure an interview with some of the top people in your industry you'll have hundreds of people interested in being on your webinar. Be sure to record it and produce a set of interviews as part of your podcast too. You'll become a KPI by association if you interview enough of the top experts in your industry.

HERE'S A SECRET... SHARE YOUR SECRETS!

Here's a big secret. Don't keep secrets. Share your best ideas with everyone.

Consider that the most famous chefs share their recipes every week. The more they share, the more their value goes through the

roof. You don't hear people saying, 'Now I have Jamie Oliver's recipe, I will never visit any of his restaurants again.'

The more people have, the more they want, so share your ideas freely. You will also make room in your mind to have even better ideas.

If you share powerful ideas, people will come to you to implement them and you can have a valuable service offering that does that.

NICHE PRODUCTS ARE HIGHER VALUE

People spend a lot of time and money producing lame-duck products that just lack value because they are too general.

If you create a product that helps solve a very real and specific challenge that people have, it will perform.

If you want to sell an information kit on some general subject like *How to be a good parent*, it probably won't stand out.

If, however, you hone your micro-niche and create a product like *How to be an amazing single parent while still working your high-pressure, city job*, you will find that parents facing this challenge will beat down your door.

A product that solves a specific problem is seen as valuable; if it's too general it seldom gets traction.

HIGH VALUE PRODUCTS

After you've experimented with high volume products that get you known and spread ideas, you'll naturally want to create high value products that make serious money for you.

IMPLEMENTATION, NOT IDEAS

Information is so readily available that its value has fallen considerably. Up until the 2000s, people would buy information and place a high price on it. They would pay for CD sets, seminars, videos, documents, reports and the like. Today all of those are freely available on any smart phone, so they're not something people will pay a lot for – if anything.

The real money comes from offering an implementation solution. At the same time as information has fallen in value, the value of getting something done for you has risen. People are time poor and drowning in options.

They want trusted suppliers who can get things done for them. This is where your 'productised service' comes in to implement the ideas you've given away freely in your other products.

As I mentioned, a top chef can give away recipes and, strangely, it drives demand for their restaurant. People read the recipe and then want the food made for them.

It's the same in most industries. One of our KPI Program clients is a respected intellectual property lawyer. We helped her create several information products and write a book. As a result, hundreds of people want her firm to advise on their business and she's created a productised service to streamline that process and to make her service available to people all over the world.

Another KPI Program client is a chiropractor. He used to sell his time by the hour and each session he would work hard to rebook the client. Working with us, he created a package product that included his services and the services of several other wellness professionals. This product gets better results for clients and all four practitioners are now selling the services of each other every time they sign on a client to this product.

The key to these high-value products is that they are focused on implementation rather than ideas.

I personally give away a lot of ideas in my books, blogs, articles, webinars and events. I know that when the time comes for people to implement these ideas they will want to work with us.

MAKE A PRODUCT FOR YOUR COMPETITORS

There's also a lot of intellectual property that you take for granted that your 'competitors' or counterparts (people like you who operate in different markets) would be interested in.

Maybe your restaurant business is great at saving money on wasted food because you have a clever system you came up with. That product could earn you more profit than your restaurant does!

Maybe your business has a smart strategy for generating more warm referrals than the industry norm. That referral generation product could be a game-changer for you.

An industry-specific product can be worth a lot of money and make you one of the most respected people in your field, opening you up to joint ventures and partnerships.

One of my clients figured out how to sell to millionaires who spend a lot more than typical clients. He now makes more money training his competitors in how to win these clients than he does from his own high paying clients.

Keep in mind, even if you're selling a product to your competitors it's the implementation they will pay more for rather than just the information.

MULTIPLY YOUR BUSINESS VALUATION

A business is valued using a formula – *Value = Profit x Multiple.*

For a business that owns its own unique products that multiple is much higher than for a business that simply sells a service or brokers other people's products.

If ever you have a desire to sell your business or raise investment, you'll get a better valuation thanks to the work you've done in creating hot products.

BUILT TO SCALE

We live in a digital age where it's actually cheaper to think globally than locally – setting up a fashion store online is much cheaper than a fixed location retail store.

The technology is now available for you to transfer your ideas, your pitch and your products to people anywhere in the world for free. I believe every business should be building products that could be delivered to people in cities around the planet.

Explore different ways to do this. It could be that you deliver your service over the internet; maybe you have local partners in several countries; perhaps you license your products into far away cities; or maybe you travel the world and live the life of a highly paid nomad.

Whichever you decide, keep in mind that you'll start to attract interest from people all over the planet as you build your profile, so you might as well be in a position to benefit from it.

Likewise, if you don't know how to create a powerful presence online, then you will miss out on sharing your products with people who want them in parts of the world you never knew existed.

In the next chapter we make you 'web-famous' so that when someone googles you, they can see straight away you are a Key Person of Influence and they can begin to get excited to connect.

If you are ready to open up to opportunities all over the planet, turn to the next chapter and read on (after you complete the exercises, of course).

ACTION STEPS

For bonus content relating to this step visit:
www.keypersonofinfluence.com/product

EXERCISES ...

- What will your first podcast (or next one) be about?
- If you had a training workshop that people would pay £500 for, what would it teach people?
- What are the valuable insights that you could share on a downloadable report?
- What product could you sell to your competitors?

NOTES ...

STEP 4: PROFILE

Key People of Influence are known, liked and trusted in their industry. It doesn't happen by accident; it needs a strategy and focused work to build your profile.

You don't need to build a profile that makes you a household name in order to be seen as a Key Person of Influence, but you do need to become 'web famous' when someone goes looking for you online.

When people google you, they want to see videos, blogs, photos and groups you are part of. They want to be able to make friends with you, read your content and see the mutual friends and ideas you share. Nothing is more disappointing than meeting someone who seems interesting, but who doesn't come up in a Google search. It makes people question your value.

Over the past few years, we've come to believe that you are who Google says you are.

Everything we've covered until this point will already be helping to build your profile. A clear pitch is essential for building a profile; a book and articles raise your profile; and products create income opportunities that make building a profile viable.

This step is about tying it all together so that when you are googled by a respected KPI in your industry, they can see you're exactly the type of person they want to be working with.

YOU HAVE A RICH 'MEDIA MOGUL' UNCLE

Imagine that one day you get a letter from your rich uncle who just happens to be a billionaire media mogul. He's devastated that you have been estranged for all these years and he wants to make it up

to you. He says that all you need to do is video record yourself and he will distribute it worldwide for you for free on his network. He says that if you record some audio, he will have it available on air all over the world. He says that if you write an article, he will publish it and make it available in all corners of the globe.

What would you do? Would you write back and say, 'Sorry, I'm really a bit busy right now. I'm not good with technology and I've never done it before. I'd rather not promote myself to a global audience… but thanks all the same.'?

If you are reading this kind of book, I'm sure you would drop everything to take up this great opportunity.

The reality is that someone *is* making these offers to you. There are free opportunities to get your videos, audio, articles, images, and ideas out to the world right now, through social media.

Better still, social media shares your ideas with people who are genuinely interested in them, rather than trying to force them onto the mass market who don't really care.

A client of mine is known as 'The Posture Doctor'. She's a chiropractic doctor who specialises in helping people correct poor posture. She launched a YouTube channel with posture correction advice and was shocked at the massive uptake: in the first year over one million people watched her videos. She focused her effort into a niche, she built a profile online and the opportunities came marching in.

WHY WATER THE CONCRETE?

When I launched my first business at the age of twenty-one, I did what most people in my industry did to generate leads: I took out an ad in the paper.

I still remember the nervous feeling as I read out my credit card numbers to the sales rep who had sold me the $7,000 quarter-page display ad.

I asked the question: 'What percentage of people who buy this newspaper fit into my demographic?'

She answered, 'I think about 10% of our readers would fit into your category'.

Co-incidentally, I looked out of the window as she was talking to me and saw that the neighbours had set up their sprinkling system in such a way that 50% of the water was landing on the concrete driveway.

Why would anyone waste their resources? Why would you spray 50% of the water onto infertile ground? Why would I spend my marketing money on ads that aren't right for 90% of the audience?

When I took out that first display ad, $700 was spent talking to my market and $6,300 was just wasted. On top of that, my money had to pay for paper, journalists, delivery boys, newsagents, managers, editors, ink, print presses and truck drivers. The cost of producing a real paper and getting it to people is huge.

Social media allows you to talk directly to your market and everyone else can go look elsewhere. It's also digital, so there are much lower costs of production and distribution.

In short, social media allows you to have a conversation with people who care about what you have to say for almost no cost whatsoever. You would be mad not to use these powerful tools to promote yourself as a Key Person of Influence.

Rather than building a superficial profile with people who don't care, develop a deeper connection with the people who took the time to find you; it will yield powerful results.

SIX OBJECTIVES FOR BUILDING YOUR PROFILE

I have six clear business outcomes when building a profile both online and offline:

1. GENERATE LEADS AND ENQUIRIES

When you build a profile, sites such as Wordpress, Twitter, Facebook and Slideshare become powerful tools for generating leads.

Earlier I talked about the need to give away as much as possible for free. Social media allows you to give enormous value to the world for free and it comes back to you in the form of leads. Additionally, a lot of referrals these days happen through social media.

How many times have you heard someone say, 'Google Fred Smith Limousine Hire' or 'Look in my Facebook friends for Mary Brown'? You want to make sure that you get found when someone is recommending you.

Traditional media also builds your profile, ends up online and gets people calling, messaging, emailing and tweeting.

2. CONVERT LEADS AND ENQUIRIES INTO SALES

Imagine you go to a website for an accountant. When you get there, you find videos to watch, audio downloads, photos, slides and blogs to read. Imagine you see a list of publications this business has been featured in and links to the stories.

Is that going to make you more likely to do business with them? It sure is. Without a doubt, the more times a potential client sees you're a trusted person already, the more likely they will buy.

3. INCREASE THE AVERAGE SPEND

When people know more, they buy more. After years in sales and business I have discovered that, when you add it all up, a buyer will spend about seven hours deliberating over a substantial purchase. Whether it is a big TV, a training course, a car or a holiday,

consumers can invest several hours researching before they buy. If that's the case, you want to occupy as much of that seven hours as possible. You want them to be listening to your podcasts, watching your videos, following your Twitter feed and reading your blogs.

As they do this, they're getting better educated on how much they should be allocating. Normally people start out thinking about getting the cheapest, but with the right education they see the value in spending money on a higher quality product.

4. INCREASE THE FREQUENCY OF PURCHASING

In this busy world, people can simply forget about you. But not if they read your blogs, see your Facebook updates, follow your Twitter feed and subscribe to your YouTube channel. Keeping people up-to-date results in more purchases per client per year. If you email people every week they will unsubscribe and feel pestered by you. If they subscribe to your social media profiles, they look forward to your updates.

5. REDUCE COSTS

A strong profile saves you a fortune in the cost associated with chasing business. You'll reduce your marketing, printing, communications and customer service costs for a start.

Without a profile, you might end up advertising to readers who aren't remotely interested in what you offer; you end up paying for a lot of 'eyeballs' that just don't care.

6. IMPROVE YOUR OVERALL BRAND

Having a great brand isn't only for big companies; your small business can benefit too. A consistent message that is all over the internet is a valuable thing when it comes time to making sales,

raising investment or selling your business. It's also great for your team to see, as well as suppliers and joint venture partners.

If ever you are criticised publicly, it helps to have built up a strong reputation to put any critique into a broader context.

BECOMING 'GOOGLE-ABLE'

When you Google search a Key Person of Influence, it's clear who they are, what they look like (photos and videos), what they have to say and how to get in touch with them.

It's not difficult to pass the Google test if you embrace social media because Google rates information on these main websites highly.

Some of the must-use sites to make yourself web famous are (bear in mind that this list will probably date quickly):

- **YouTube.com:** You want a video version of your pitch, an interview and some ideas you've shared.
- **Slideshare.net:** I'm sure you have great slide presentations on your hard drive, why not share them with the world.

- **Facebook.com:** Not just for killing time during the day, the world's biggest social network is for doing big business as a KPI.
- **LinkedIn.com:** The biggest directory of professionals, this is still a goldmine of opportunity for many industries.
- **Wordpress.com:** An excellent place to host your blog and generate regular enquiries.
- **Twitter:** The micro-blogging site that is also an excellent place to listen to your customers and the industry leaders you admire.

Google will love you if you have a presence on these web sites and you take some time each month to keep your profiles up to date. You'll begin to see people coming your way when they search for your name or keywords it finds in your profiles.

Your followers, friends and fans will love you too, because they quickly get to know you through your videos, photos, groups and articles.

It's important to remember, however, that your success online can only be as good as your perfect pitch. If your message isn't strong, you'll be wasting your time, or worse, you might even be damaging your brand.

When it comes to content that you are putting online, be sure that it represents you well because you never know who's looking.

Social media is like a microphone that amplifies you out to every corner of the world. Most people are too busy playing with the technology and go off message.

THE BEST IS YET TO COME

Whatever you do, don't worry that you might have missed the boat on this new technology. It's just getting started.

The first five years of social media was simply platform building and people were just using it for the fun of it. We will not see the full effects unfold for many years into the future.

I remember my grandmother telling me about the excitement she felt about a new railway line that connected her up to a big city when she was a teenager.

Realistically though, it wasn't the train or the tracks that was so exciting. The new railway line meant she was able to access a whole new world of possibility faster than ever before. New people, new ideas, new resources and new inspiration.

She wasn't the only one who saw the possibilities. After railway lines, highways, phones and air travel connected people in the first fifty years of the 1900s, a global boom in creativity occurred.

By giving designers, engineers, entrepreneurs, investors and entertainers access to new markets, the world saw new music, entertainment, medicine, technology and products unfold to an unprecedented degree.

It is the same story throughout history. Before every boom in creativity comes a new way to connect – coaches, cars, phones, trains, planes. When humans can connect fast, we can create fast.

Today, the world is buzzing with excitement as we see Facebook, Twitter, YouTube and Skype turn the big wide world into a standard feature in the living room.

However, let's not forget that the last ten years have seen technology focused on new ways to connect and share information at greater speed. This is the 'railway line'; the real excitement comes from the fact that there is a whole new world of possibility on its way.

We are about to see the perfect environment for another boom in creativity. Designers, entertainers, entrepreneurs and everyone else can collaborate at a whole new level, and faster than ever. An inventor in India can talk to an investor in London, who can pay for manufacturers in China to deliver a product in Sydney. All of this can be done easily and quickly, without big businesses slowing down the process.

There is no shortage of people talking about how bad things might be in the future; keep in mind, though, that there is no shortage of new ways to make exciting progress either.

I predict a creative boom in art, entertainment, medicine, architecture, fashion and technology that we can barely comprehend right now. In every one of these fields there will be hundreds of micro-niches, and in each little niche there will be Key People of Influence.

Building your profile online and offline will tap you into these trends as they unfold. A great wave of innovation is happening; if you become known, liked and trusted you'll be surfing the wave rather than being swept out to sea.

After building a profile, the real trick is for Key People of Influence to connect in meaningful ways. KPIs need to connect with the right people and do deals that raise the value of everyone involved.

The next step is about partnership and it's often called the 'money step'. When you are ready to see how to make all your work pay off, turn the page for the final step in the KPI Method.

BONUSES

There is some bonus materials on profile building here:
www.keypersonofinfluence.com/profile

While you're online, connect with me:
www.twitter.com/DanielPriestley
www.linkedin.com/in/DanielPriestley
www.slideshare.net/keyperson
https://www.facebook.com/dpriestley
www.youtube.com/keypersonofinfluence

STEP 5: PARTNERSHIP

What I am about to share with you is the secret that separates the KPIs who make real money and the people who look good but still don't make the sort of money they are worth.

The key is partnerships. This is where you get to multiply time and rapidly achieve extraordinary results by working with other Key People of Influence.

Consider that someone has already built a relationship with thousands of people who could be your clients. That list is on someone's hard drive right now.

Someone already has free products they would happily add to your product range just for the exposure. Those products are ready to ship in a warehouse right now.

Someone already has a great brand and is looking for worthy products to endorse. They are already more famous than you ever plan to be.

Just as you have worked hard in the last five years to create your pieces of the puzzle, someone else has worked just as hard and is holding onto the missing piece that you need. When the two of you connect up, the money can flow at an alarming rate.

When I first arrived in London with just a suitcase and a credit card, I literally knew no one. It was my first trip above the equator!

I had no network at all, but I knew that I had an exciting product that had a track record in Australia, New Zealand and Singapore. It was a product especially designed for entrepreneurs, so the first thing I did was to start searching for the existing KPIs in London who were focused on serving entrepreneurs.

Through a friend of a friend, the first people I met with were already running an online entrepreneurs network with over 100,000

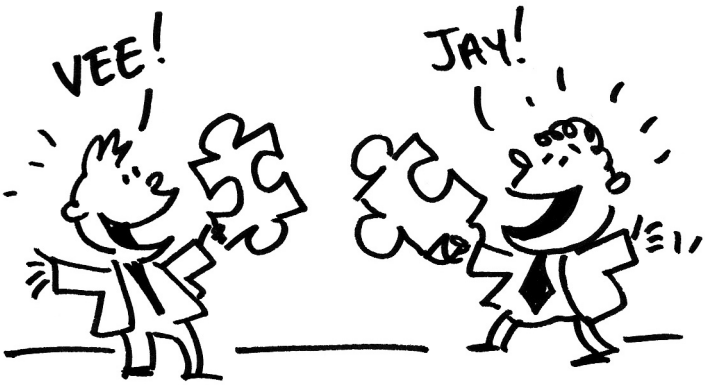
members in the UK. They loved the product I was launching and said they were happy to partner with me.

The CEO suggested that I host a dinner party for about forty Key People of Influence in London who were focused on entrepreneurship.

The dinner party was a great success. I stood up and delivered my pitch, I then gave printed materials and product samples to everyone. It cost about £1,650 and ended up generating several great meetings which turned into partnerships.

In the week we launched, over 800 people attended our events and generated over £100,000 in sales.

Rather than running expensive advertising campaigns, I focused on engaging with Key People of Influence and creating win/win partnerships. It resulted in a very lucrative start to doing business in London.



THE SPIRIT OF PARTNERSHIP

When I think about partnerships, it starts with the right spirit of intent. You can't fake it when it comes to a successful partnership: you genuinely have to care about the wants and desires of the person you're doing the deal with. You need to see it from their side of the table and work as hard for them as you want them to work for you – or even more so.

This starts with your internal team of people who work with you every day. The spirit of partnership has to begin at the core of your business with the co-founders, the employees and the suppliers.

Even the way you view those around you sets the tone for partnership. Richard Branson describes the Virgin employees as the 'team'. He uses that word because he genuinely recognises that he is only able to achieve his goals through partnering with others.

Beyond the internal team, the external relationships also thrive when there's a spirit of partnership. Your customers and clients are in partnership with your business in a way – they want a result and you want their business – if you focus on their needs they will take care of yours.

Your investor relationships will only last if you see them as your partners. Their money is allowing you to speed up your growth and your operation is providing them with a return on capital. It can be easy for an entrepreneur to forget how important that first investment was after the business is making big profits, and investors sometimes forget that they were the ones who backed your long term plan. With the spirit of partnership the relationship works.

Don't try to squeeze every drop out of a relationship. Allow others to have their triumphs, celebrate the wins of others even if it's not yet your turn. All of it comes down to being a good partner and being a good partner ensures you are a Key Person of Influence for the long run.

THE TOOLS

Without the spirit of partnership, the tools are fairly useless, but provided you're creating win/win relationships you'll need a few ways to manage them.

NEGOTIATIONS

It's worthwhile learning the art and science of negotiations. The way you present a deal has a huge impact on the way it is received. The wording you use, the meeting place, the materials you bring and the way you follow up all impact the quality of the partnerships you form.

I do not believe you should use negotiation tactics to create unfair agreements; they simply won't last. I do believe that you should approach all negotiations in a professional way so that you reach an outcome you are happy with and your partners are happy too. Good negotiations never involve manipulation; good negotiation skills revolve around your ability to see the full picture from both sides of the negotiation. It requires both parties to make sacrifices for the good of the partnership long-term.

WRITTEN AGREEMENTS

Key People of Influence often attract many partners and a lot gets discussed. In the spirit of good partnership, it's worth making sure that you keep a written agreement of any partnerships you create. This could be an employment contract, it could be an email confirmation, a Heads of Terms agreement or a fully developed contract put together by a law firm. Regardless of the way you choose to document the agreement, do it for the best interests of everyone involved, not so you can enforce a carefully concealed clause.

SYSTEMS

There are systems that track where every sale came from and pay a commission to the person who helped generate that sale. These are perfect for scaling marketing and referral agreements.

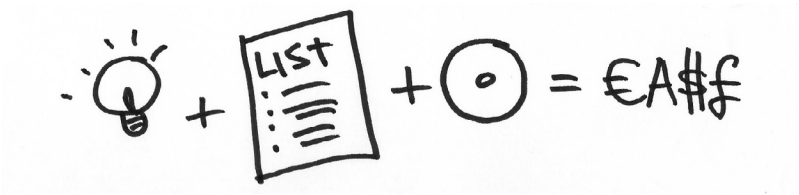
There are systems that measure how much time each contractor, supplier or employee puts into a project. There are systems for managing a crowd-funded shareholding with multiple investors.

Without these sort of systems you simply can't scale your partnerships. You want to invest in systems that allow you to have clear, clean relationships with people all over the world.

WHAT KIND OF DEALS CAN YOU START WITH?

There are several types of deals that I recommend you do as you build your skills as a Key Person of Influence.

AFFILIATE PARTNERSHIPS



This is a partnership that encourages people to promote your products in exchange for a commission. The system uses tracking codes and links to report where every sale originated from and with the right software you can manage thousands of affiliates who all promote you and promptly receive a commission when they generate a sale.

It's not a new concept (professionals have been paying finder's fees for years), but with modern technology you can really ramp it up.

Imagine you launch a website selling t-shirts for £25. The front of the site is a normal-looking store, but there's also a back-end portal for affiliates.

When an affiliate logs into the site, they are given a special link. They are told that anyone who arrives at the site through this link, and buys a t-shirt, will be logged as their affiliate sale and a commission of 20% will be paid.

As an affiliate they are free to use email, Twitter, Facebook, blogs or videos to promote your site. The more people who click the link and buy a t-shirt, the more money they make and so do you. The power of this system is that you don't spend your marketing money until after the sale is made.

We run Key Person of Influence events around the world and rather than spending a fortune on advertising up front, we engage with local supporters and run a grass-roots affiliate campaign. After we've run the event the commissions are paid or rewards are issued.

You can register your interest in being an affiliate by emailing affiliates@dent.global.

CO-PROMOTION

This is when two companies with similar sized databases each mail their contacts about the other's offer.

Sometimes the lists aren't exactly the same size, so you need to agree on how you will get around this. One company might add some money into the deal or mail their list several times to make up the difference.

You will quickly discover that some of the people who never respond to your offers are suddenly interested in the new product you offer as part of the mail swap.

I have had people tell me that they have a list that doesn't respond to anything, but when they mail this so-called 'dead list'

with our offer, we soon find out that there's thousands of dollars' worth of new business.

PRODUCT CREATION PARTNERSHIPS

This is where you team up with another person or a group to create a more valuable new product.

Imagine a personal trainer teams up with an image consultant and a photographer to create a 'Complete Makeover' package. It's a great way for all three businesses to work together and help the client to get the best result possible.

Always approach this with the question: 'What is my client trying to accomplish when they work with me, and who could I team up with to get us an even better outcome?'

In the above example, the client isn't looking to lift heavy plates of metal, spend money on clothes or sit around smiling at a cameraman. They want to tone-up, look fashionable and get some great photos while they are looking their best.

By thinking about how you can help your client 'get something done', you will be able to identify who can help you to help your client.

PACKAGING UP

This is very similar to Product Teaming, except you are looking to add someone else's existing products to your own existing products. Imagine you are a restaurant and you are next to a cinema. You could do a 'Movie-Meal Deal' and capture more customers and extra revenue.

Think about the existing products and services that would complement your own product nicely and create a bundle.

FREE-BUNDLE GROUP

Everyone likes free stuff. Even better, they love bundles of free stuff. Why not team up with several businesses to put together an irresistible 'basket of free goodies'?

Let's imagine that you have a free meditation CD that you give to potential clients, while the yoga studio down the road gives away a free first lesson, and a chiropractor friend gives away a free spine assessment. If you do a JV, each of you now has a very nice free offer you can use to attract new business and promote each other's businesses.

How easy would it be to generate new leads if you created a free-bundle worth hundreds?

GETTING STARTED WITH PARTNERSHIPS

All the time I hear people say, 'I just had a good idea but how do I actually make it happen?'

Firstly, you should never ask, '*How* do I make it happen?' You should ask, '*Who* do I need to talk to?'

Whenever you have an idea, no matter how crazy, make at least three calls to see if it's possible.

Making three calls can yield you some amazing results.

My first serious venture was running underage dance parties with my best friend when we were just eighteen years old. Originally, we were planning on hiring an industrial shed but we soon discovered it would be a nightmare to run a party there and almost impossible to make money. On the off chance, I called the number one nightclub in town and told them we wanted to run a dance party for teens during the school holiday. I asked if they would meet with us to discuss a potential joint venture.

They agreed to see us and we pitched a deal that made sure they

would cover their costs with no risk. We wrote a proposal and showed them how we could get lots of positive PR. They signed a deal on the spot. Next we went to the local radio station and asked them to partner with us too. They agreed that in exchange for sponsorship rights, they would give us free radio advertising.

Six weeks later we ran the biggest teen dance party in the area and walked away with more cash than we could carry.

I learned a very valuable lesson: in three calls a lot can happen if the pitch is right.

When I launched my company at age twenty-one, I had the audacity to call some of the best people in the industry to see if I could work with them to promote our launch. They all said yes and the business turned over $1 million in its first year!

You'll be surprised what happens when you jump on the phone and call three people who could really ramp things up, especially as a KPI.

GO NETWORKING FOR PARTNERSHIPS – NOT CLIENTS

One of the key differences between Key People of Influence and everyone else is that KPIs don't go out looking for clients, they go looking for partnerships.

Going out to a networking event looking for a client is like trying to get to China on foot. If you want to go to China, you don't want to go one step at a time, you want to figure out who already flies there in a jet.

KPIs only go networking to find leverage. They are looking for people who have a big database of clients, a channel of distribution, a great brand, an awesome product or some other key aspect of value or leverage.

I often get frustrated when people come up to me at a networking function and try to get me to become a client. I almost

always like it when someone is thinking about a mutually beneficial partnership.

To step things up as a Key Person of Influence, forget looking for clients and start looking for relationships that can benefit both parties. Your job is to discover:

- People who have a list of potential clients.
- People interested in co-producing something.
- People with products that could be attractive to your contact list.
- People who would make a valuable addition to your team.
- People who could be a beneficial contact for someone you know.

This will that yield better results than going around thinking, 'Can I make a sale right here and now?'

ANYTHING IS POSSIBLE WITH THE RIGHT PARTNERS

A radical idea becomes plausible when you have the right partners. If someone tells me they want to attract 100,000 customers I will probably have my doubts. If they then explain that they have partnerships with major media companies, celebrities, retail outlets and investors, I might start to think, 'only 100,000?'

Few things can happen when you work in isolation; with the right partners anything is possible.

Whenever you want to take your income to a higher level, go looking for a higher level partnership and meet them to discuss a deal that works for everyone.

MEETING A POTENTIAL PARTNER

It can be nerve-racking sitting down with someone who has the power to double your quarterly sales with a single email. You want to make sure you get a few things right so that the deal goes ahead and the relationship is long lasting.

SET THE SCENE

I always meet people in either a private members club or a nice restaurant. I don't meet people in my office or theirs because the spirit of a partnership should be about meeting on common ground to create a win/win/win (you win, they win, the customer wins) deal. It creates the wrong starting point if one person has to make the trip to the other person's office. I also like meeting in nice locations because a JV or partnership should be about creating wealth and abundance for everyone involved.

BRING A GIFT

When I meet with a potential partner I like to bring a thoughtful gift to show that I am thinking of their needs. It might be a copy of a book I would recommend for them or even something simple like a magazine article clipping I think they might be interested in.

It's not to demonstrate that I am spending a lot of money on them, it's to demonstrate that I am already thinking about their interests.

MAKE FRIENDS FIRST

A deal will not normally happen if you don't like each other, even if the deal is perfect in every other way. Conversely, if you do like each other you will find it easy to make a deal work.

I normally talk about anything other than business until I am sure I like the person and they like me. I don't do this as a trick or to win favour, I genuinely want to do business with people I like and share common ground with.

DO BUSINESS LAST

When you know you have rapport and it seems entirely appropriate to bring up business, it should only take 15-20 minutes to make a deal work at a top-line level. Much longer than that and it might not be a good deal to be doing.

Always go into a meeting with a fair deal in mind and know in advance what you are flexible on and where you can't budge.

PICK UP THE BILL

I am personally a fan of genuinely offering to pick up the bill, especially if I instigated the meeting. For me it shows that I valued the meeting with them. Of course, if they insist on splitting the bill I am ok with it, because it shows we are both thinking 50-50 even on small things.

FOLLOW THROUGH

After a meeting, allow ten to fifteen minutes to follow through on anything you mentioned you would do. Sometime in the course of conversation you might say that you will email through a website address, a name of a book or connect two people on email.

Very few people actually follow through on these off-hand remarks, but it gets noticed when you do follow through and it sends a powerful message that what you say and what you do are the same thing.

EXPECT MAGIC

The most rewarding part of building a business with the spirit of partnership in everything you do is the unexpected rewards that show up.

You know you've built solid partnerships when you're constantly surprised by how things turn out better than you expected.

Great partnerships have allowed me to make progress in ways I would have never imagined. As a result of partnerships I've seen my businesses go global, I've received investment at the valuation I wanted, I have earned a high income, I've been given shares in growth companies, I have had a lot of fun, been invited on unique trips away and met my entrepreneurial heroes.

None of these things would have happened if I hadn't built strong relationships that turned into strong partnerships.

EXERCISES

What three calls can you make right now?

- Three people who already have a list?
- Three businesses that give away free stuff for your bundle?
- Three people who you can team up with and make a product?

What three calls could you make (regardless of how scary) that could really get your ideas off the ground?

Go for it!

ACTION STEP

For additional content relating to this step visit:
www.keypersonofinfluence.com/partnerships

NOTES ...

SIMPLE AND POWERFUL... BUT WILL YOU SUCCEED?

What I have shared with you may seem simple. I've given you just five things to focus on. Never underestimate the power of simplicity.

You'll start to see this formula everywhere now you know it. You'll see top entrepreneurs, highly paid CEOs, politicians, athletes and celebrities using these five strengths.

In-built into these five outcomes for becoming a Key Person of Influence, you will find that there is clarity, credibility, visibility, scalability and profitability.

Over the next twelve months I can guarantee you that my inbox will be full of people emailing me their success story as a result of following this method.

I already know what they will say. Their email will tell me that they did the work, pushed through their limiting beliefs, made the time and did all five of the steps in order (it's very important that you do the steps in order). They will then tell me that just as I had promised, opportunities started to come their way, more money began to flow and they started to have more fun.

They will tell me that they experienced three big benefits after doing the work set out in this book:

1. They earn more money with less stress and struggle.
2. They enjoy greater status and recognition in their industry and have more fun.
3. They attract more opportunities that are right for them.

I sincerely want *you* to be in that group. I want your story in my inbox, telling me that you have done these five simple things, made yourself an opportunity magnet, earned more money, had more fun and created more success.

Sadly, there's a good chance you won't be. People can get addicted

to the struggle and let complexity get in the way of simplicity; the unimportant stuff replace the most important stuff; or worse, the desire for immediate quick wins creep in.

Over the last ten years, I have studied people's decision-making habits like a hawk. As a marketing person, I am insatiably interested in human behaviour and watching how people make decisions and take action for their business and their life.

In the next few chapters I will share with you some of the things I have noticed when watching highly successful people make decisions, versus people who are perpetually frozen in the headlights of life.

The next chapters will offer some ideas on how you can overcome the obstacles and become the Key Person of Influence in your chosen field faster and without as many struggles.

3

MAKING IT HAPPEN

Our daily routines, habits and traditional education has gotten us this far, however now they are holding us back.

We need to overcome the obstacles that get in the way of becoming a Key Person of Influence.

It is not enough to know the path, we must walk it.

NEWCOMERS, WORKER-BEES AND KPIS

There's a predictable journey you'll go on as you pursue success, achievement and influence. Every industry has three layers of people – newcomers, worker-bees, and Key People of Influence.

The newcomers are enthusiastic, excited and full of dreams. They believe that this new industry they are in will fulfil their dreams and take them places. Newcomers are normally willing to work hard for little pay in the short term in the belief that the rewards will come later. Typically, they have seen the results that a KPI has achieved and they want to replicate similar success for themselves.

The worker-bees are the people in the industry who are doing the work but not getting ahead. Some of their previous dreams have been knocked out of them. When they were a newcomer they thought that their industry would be fresh, new, exciting and rewarding. Now it seems a bit stale and they are secretly resentful of the Key People of Influence (for their effortless results) and the newcomers (for their spark and enthusiasm). The worker-bees at some point may have enjoyed the work, but are often disappointed that the results aren't coming in fast enough.

As we now know, the Key People of influences make it look easy. They always have lots of opportunity flowing around them and they achieve great results quickly. Their email inbox is full of people trying to get good opportunities to them. With a few phone calls they can make magic happen and get some of the spoils.

They also attract lots of newcomers into their industry because they make success seem so easy.

THE MERRY-GO-ROUND OF DISTRACTION

This dynamic causes a strange phenomenon. Jaded worker-bees go buzzing about new industries and they spy a Key Person of Influence in that new area. They get excited and decide to become a newcomer to that industry. They feel the rush and the excitement that comes with a brand new project. They see how effortlessly success comes to the KPIs in that industry. Even if a worker-bee enjoyed their previous job, they think to themselves 'I like what I do, but I don't get the rewards, so if I can make easy money in this new field, I can always go back to what I do and not worry about the money'.

Like most newcomers they get energised and do lots of work for little rewards. They expect that this work will pay off this time in the long run.

After a while, the newcomer gets a bit tired and it feels like hard work with less of the spark. They have now met many worker-bees in this new industry who say things like, 'It's hard work in this industry; I've been at it for years and I still haven't seen the big rewards yet.'

The newcomer becomes a worker-bee and eventually begins looking around for the next big thing that will provide an easy win. As this continues, they get further and further from pursuing their passion by constantly chasing the next easy win.

This opportunistic behaviour is the very thing that prevents opportunities from flowing.

The answer to this conundrum is simple. You must focus on your passion and become a Key Person of Influence in that field. As soon as you are a KPI you will not even notice opportunities in other industries because you will be swamped with great things to do in your own industry. And the rewards will come thick and fast.

There's no easy money, no quick wins, and no big payoff for newcomers or worker-bees. Not in property, not in shares, not on the internet, not in a franchise, not in a network marketing business, not in technology, software, forex, wearables, apps or ecommerce. Easy wins go to Key People of Influence. Period.

Resist the temptation to chase the new thing and keep taking steps closer to the inner circle of the industry you love. Stop looking elsewhere and focus on implementing the KPI Method. When you focus on the five steps in this book and arrive as a Key Person of Influence, you will get to be the *'overnight success'* others are talking about.

WHO HAS FREEDOM?

I often get asked the question 'If I become a Key Person of Influence, won't that mean I get trapped in my business and I won't be able to ever take a holiday, move abroad or sell my business?'

It seems logical that a person who has a profile and is seen to be the driving force of a business would be trapped in the business, but in practical terms nothing is further than the truth.

Key People of Influence have far more freedom for several reasons.

Firstly, they attract talent. Highly skilled and talented people don't want to work with just anyone; they want to work with KPIs. When you position yourself as a KPI, you'll start to see brilliant

people who show up and make remarkable things happen. These people will be autonomous, value-focused people who start to grow your business in all directions whether you're in the room or not. Pretty soon you'll have so much talent buzzing around your enterprise that there will seem to be a steady stream of savvy people always showing up. This is called 'high performance culture' and it's a big asset, whether you want to sell your business one day or hand over the day-to-day management to a leader who's better suited to the task than you yourself.

Secondly, people who are KPIs have created assets that deliver value when they aren't even in the room. Richard Branson can be kitesurfing on the beach of his private island and still be having an impact on thousands of people worldwide. He does this through his clear message, his books and articles, his products and services, his profile and his partnerships. On your own scale, you'll be doing this too as a KPI – even when you're not in the room your presence is felt.

Thirdly, Key People of Influence attract investors, unlike worker-bees. An investor wants to put their money behind the person who's leading the way and going places. A Key Person of Influence can show all the signs that they are worthy of receiving these funds. If there is an exit whereby someone wants to buy the whole company, there are still dozens of options on how you can transfer your brand value to the new owner.

The truth is, nothing is more restrictive than being average and ordinary. The worker-bees in any industry aren't able to get traction or attraction for their ideas.

There's no point trying to hide out behind your business or website any more. Even if you do build a small business, the moment you try to compete with a KPI, they will snap up all your clients at speed. These days, systems are freely available, generic

products can be copied and business brands seem to blend into the sea of sameness. What really stands out is a story of a personality and a person who really cares.

Hiding out is a recipe for going nowhere. Being a Key Person of Influence will set you free.

YOU CAN'T DO IT ALONE

There's no such thing as a self-made millionaire; success is always a team sport.

In the previous section we explored the leverage that comes from partnering with others. It saves you years and a lot of money to find the right people to work with.

Well, it doesn't end there. There's leverage in learning from people who have the results you want. There's leverage from surrounding yourself with a peer group who are achieving at a high level. There's leverage that comes from sharing your journey as a Key Person of Influence.

I am always surprised when someone tries to do something on their own; I'm convinced that some people want to create an 'original mistake'. In these globally-connected times, it's possible to find someone who has done what you want to achieve already and learn from them.

Creating a book or a product could potentially be difficult, time-consuming and expensive. You might be too close to your own material to spot its real value. Why would you risk your time, energy and money trying to create something without the right support?

When left alone, most people become distracted, bored, discouraged and uninspired; they will not complete any of the KPI Method outcomes to their full potential. It's almost a cliché that people are 'working on a book' yet can let countless hours of great content slip through their fingers. You may have already done this.

Consider that every talk you have given could have been a podcast; that every meeting could have been an interview for your book.

The truth is we will never achieve our full potential on our own. That's why every great sports person has a coach; that's why the president has advisors; and why great actors have a director to bring out their best.

THE POWER OF CURRENT BEST PRACTICES

Unfortunately, most people who attempt to achieve a breakthrough on their own make costly mistakes. They procrastinate and waste time and too often they create an inferior product that fails to create the desired outcome. It may even damage their brand rather than build it.

It is disappointing to see someone on video who has nothing unique to say. They talk in general terms and create no depth to their ideas. They were given the gift of having a captive audience, then blew it with amateurism.

The other important point to remember is that whatever you put online is potentially there for life. Getting it wrong can leave you with content that keeps coming back to haunt you.

Without the right guidance people over-commit to needless expenses (like high-cost printing, design, filming, etc). They spend their time and money in the wrong area. Nothing really links back to their business model and it all looks a little sad.

People do this because they are unaware of current best practices. In every industry there are cutting edge strategies and methods that form the basis of current best practices.

These practices evolve over time. When I started in business, a best practice for my industry was to market my business on the right-hand column of the newspaper; today the best practices relate to online advertising and content marketing strategies. In a few years from now, things will change again.

Allocating 5-15% of your revenue for research, training and development is an investment in staying ahead of the game. The world's fastest growing companies do it and they know it's cheaper than falling behind or making costly mistakes.

LEVERAGING EXPERTS

A mentor once said to me, 'As soon as you figure out that it's worth paying for great people to work on your business, everything goes to a new level.'

It's possible to access and learn from almost anyone on the planet. Experts are available to help you to implement best practices and apply them to your specific ideas.

Some people who struggle in business hate paying for help. They try to do it all themselves: they try to build their own website, design their own brochures, enter their accounts and devise their own marketing plans. It's not how the pros do it. People who are high achievers ensure they are surrounded by experts who can help them to implement their vision. They instruct people who know what they are doing and work with them to implement transformation.

They don't risk making painful mistakes that someone else has already made. There are people who have achieved the goals you have set for yourself and they can help you get there faster, cheaper and at a higher standard.

For every project I am involved in, I surround myself with the Key People of Influence in that field. I use top coaches, lawyers, accountants, IT consultants, designers and advisors. I'm surrounded with people who help build my business. If I am working on a pitch, I want to work on it with a mentor whose pitches have built dream teams and made millions in profit. If I'm building a new product, I want to work with people who have created hot products that sell globally for a profit.

Give yourself the gift of leveraging the success of others and make sure you get yourself some support and guidance from people with results while you are on your journey to become the Key Person of Influence in your industry.

It's possible to make more money but you can never make more time. If you get the chance to speed up your results, take it – because the value of your time is too precious. Other than your time, most resources are more freely available than ever, unless you let the ILR get to you.

ILR – THE THREE LETTERS THAT WILL RUIN YOUR LIFE

When I first heard about ILR I was shocked at how many great opportunities I had lost over the years because of this phenomenon.

Cars, business growth, houses, travel, friends, mentors… the list goes on.

It became an obsession to make sure that I dealt with it and got rid of it as best I could.

ILR stands for the Illusion of Limited Resources.

Why would I claim that it is an illusion that resources are limited?

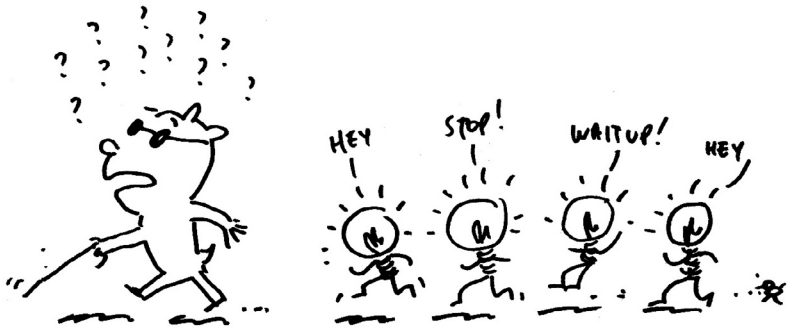
It's not just me saying it. Professor Paul Zane Pilzer, a senior economic advisor and internationally acclaimed author, says that a resource is only defined by our ability to use it. Effectively, there are no resources without resourcefulness. The only reason oil is a resource, is because we are resourceful enough to use it for so many things. Before we understood it, it was nothing more than black sludge.

The chances are that you are already standing on an 'oil well' of opportunities that are just waiting for you to become resourceful enough to see them.

If you don't believe me, try to imagine what would happen if

tomorrow morning Richard Branson swapped lives with you for a year. He would get your house, your car, your friends, your family, your challenges and even your bank account.

Imagine that he would even have to take on your name and appearance. In twelve months, when you swap back, do you think there would be some noticeable changes in your life?



Of course there would! He would spot opportunities that you had overlooked. He would pick up the phone and have conversations that you would not have had. He would start to introduce himself more powerfully than you currently do.

What about poor Richard Branson when he has to go back to his life a year later? If you hadn't been as resourceful as him, he might find that his island had been repossessed, his planes grounded, his management team had all quit and his spaceship was missing.

We all want Sir Richard's resources but very few people are willing to get even a little bit more resourceful than they currently are. After reading this book, I sincerely hope you are willing to stretch and do what it takes to become the Key Person of Influence in your industry.

No matter what you need in your business or your life, getting it

will be a function of your resourcefulness rather than whether the resources are available. Of course they are available.

The three biggest factors that determine your resourcefulness are:

- The questions you ask.
- The people you know.
- Your willingness to stretch into the unknown.

Let's take a look at these three factors in the next section.

BETTER ANSWERS COME FROM BETTER QUESTIONS

If ever I hear someone complaining about not having access to enough resources, I know to look at the questions they are asking.

When someone gets stuck they are often asking *unresourceful* questions like:

'How come I can't find the time?'

'Why is this so hard?'

'Why can't there just be an easier way?'

'Why do I have to do all this new stuff?'

I know straight away that they need to ask a better question, and immediately they will get a better answer.

Here are some *better* questions:

'Who would absolutely love the chance to work on this project and would be able to do an amazing job?'

'What value can I add to this, that very few people could?'

'How do I make this even better?'

'Who has already achieved the result I want?'

'Who woke up this morning and already has access to the resources I want?'

There's no point complaining and there's no point asking questions that go nowhere. What's a better question you need to ask yourself now?

REQUESTS VS OPPORTUNITIES

By the very fact that you want to grow your business or your levels of influence, you'll need to access resources.

Many people focus on the resources they are lacking and they aren't shy about telling everyone. They attempt to make their problems into someone else's problems. You hear some people say things like:

'I need more sales coming in. Can you help me make more sales?'

'I need my team to get motivated. Can you get me a motivated team?'

'I want more qualified leads. Can someone get me some better leads please?'

'I want my suppliers to give me a better deal. Can I get a better deal from suppliers?'

All of these are just requests. Unless you are a child asking your parents for something small, the language of requests does not work very often.

Key People of Influence use the language of opportunities. This is where you win, by helping someone else win. When you want something, you express it in a way that works for the person you want assistance from. Here are some examples:

'I need more sales coming in. Would you like to follow up on some hot leads and get 10% of the money you bring in?'

'I need my team to get motivated. If I could see an improvement in performance I would happily share some of the upside with you. What kind of conditions would make that deal a win for you?'

'I want more qualified leads. If we can get more targeted leads, we will save a lot of wasted time and money; I would be happy to share some of those savings with you. Would you like to get involved in that project?'

'I want a better deal on supplies. If I ordered in bulk, would you be able to offer me better terms?'

Great business people speak the language of opportunity *all* the time. In the next week, see if you can eradicate all requests from your language and adopt a policy that you only offer opportunities.

You'll be astonished at how many people will get excited to work with you when there's an opportunity on the table as opposed to a request.

IT'S NOT JUST WHAT YOU KNOW

Given time, a strong network leads to more wealth, more fun and more success.

Some people go online and 'friend' hundreds of people across several social networks. They look at them proudly and marvel at the size of their growing network. In truth though, they don't have a network; it's a very lose connection at best.

A network is a group of people who share opportunities. You can pick up the phone to them, they happily take your call and they trust that you will have something valuable to say.

If you think of your network in those terms, how many people do you have in your directory that fit the criteria? How many people do you regularly share opportunities with?

If the number is low, you need to make this a major priority. You will never sustainably increase your wealth without first increasing your network.

As a Key Person of Influence, this will be much easier than you think. People love being able to take a call from a person who is clear about the game they are playing, who's credible, valuable and renowned for something.

With these things in place, the quality of your network will develop at pace, but there's even more that can be done to ramp

things up. The best-way to rapidly grow your network is to become part of existing, trusted networks and then show up consistently with a view to be of service. Get in the habit of spotting great opportunities for others. Quite often I will see something in a blog and email it to a friend. Quite often I will connect two people who I know can do business together. Quite often I will share an idea with someone if I think it would be beneficial.

I don't spot opportunities for friends because I am looking for an immediate reward. I do it because I believe that it strengthens my network. With a strong network around me, I feel safer to step into the unknown and take calculated risks in order to reach my goals.

STRETCHING INTO THE UNKNOWN

Most people believe that when the conditions are right they will act. This attitude does *not* work. Ever.

It's like saying that when all the traffic lights turn green, I will leave my house and drive to work. Not only do the conditions never become perfect for action, but most people become so used to not committing to things that when the time comes for them to act, they just don't do anything.

After witnessing many successful people and many of those who struggle, I can tell you that the people who are successful are the ones who commit to things that take them forward, even when they aren't sure exactly how it will all come together. Those who struggle often describe themselves as 'perfectionists', 'too busy' or 'overly cautious' to mask their inability to take a step into the unknown.

I'm not saying be reckless, I'm saying that there's never a right time. You will *always* have challenges going on with either your time, your money or your focus. If something comes along that you know you should do, then do it, and figure it out along the way.

READY, FIRE... AIM!

Here's an example in your hands: this book was written at a time that was incredibly busy for me. If I had decided that in order to write this book I should wait until I had a spare three to four weeks, it would have never happened. Instead, I just started writing it and I committed to write a thousand words a day no matter what.

I have written it on planes, in hotels, and at all hours of the day and night. I even wrote until 4am one night, knowing that I would need to be up at 9.30am. It was difficult to get out of bed, sure, but after a shower I was fine, and I made up the sleep later that afternoon.

I had an accountability group who were checking my progress. It's funny how much you can achieve if there's a deadline and a group of people watching the process.

Another big example was when I was twenty-four I wanted to buy myself a BMW X5 with all the extras. Despite knowing exactly what I wanted, I put off the decision for over a year. Then one day a friendly rival of mine bought himself a new BMW. Well that was it: the next day I went down to the finance department and signed up for the lease on the car, not knowing exactly how long I could afford to make my payments. After the lease was approved, it became something I needed to find the money for each month and, sure enough, I did it. It gave me a good reason to get creative and earn more money.

There's no way I would have ever had that car if I had waited until I had 'spare' money lying around. That car was a huge source of fun and achievement; to this day I'm really glad I acted first then figured it out.

Richard Branson was in massive debt for the first fifteen years of Virgin, always getting letters from the bank asking him how he was going to pay for everything. Even in debt, he just kept buying

more assets and signing more artists. Somehow he figured it all out, because he had to. To this day, he's creating a space tourism business without knowing how it will all come together. He acts first then he figures it out because he has to.

I wish the universe worked differently. I wish that you could plan to do things and then magically make time and money to then do them. It would feel a lot safer. But unfortunately, I don't see that happening for anyone I know. The people I know over-commit themselves then figure it all out as it unfolds.

Earlier, I said:

'Resources show up after resourcefulness.'

The more resourceful you are, the more resources you will have. That's true, but here's the secret that few people share:

'Resourcefulness shows up after you make a commitment, not before.'

#kpibook

Prior to committing to something, half of your resourcefulness is working overtime on why 'this is *not* a good idea'. Without a commitment, humans use up too much brain energy on assessment of the idea, the timing and trying to predict an unpredictable future. When you finally commit to an outcome, you free up gallons of energy to become more resourceful in following through.

Commit to a big goal, literally sign yourself up to some sort of deadline or external commitment, and then start filling in the blanks as you go.

DON'T WORK FOR THE CLEARING

Becoming a Key Person of Influence doesn't happen for most people because they are waiting for 'the clearing'. They think that 'one day' they will have the time, money and focus to get something done. So they keep working towards making a clearing rather than going for what they want.

I ask them, 'Why are you working so hard?' They reply, 'So I can get some spare time and money to go and do what I want.'

No, no, no, no! Don't work for the clearing, work for the result. Ask yourself what it is you actually want to do. Then go and do it.

There is no clearing. It never comes. You will be an elderly person in an eldercare home and finally you will realise that had you just gone for what you wanted, you would have had it. A 'clearing' is not a goal. Bite off more than you can chew and then figure it out as you go. If you were any good at creating a clearing in your life, you

would have had one by now. When was the last time you actually arrived at 'the perfect time and place with all the money you needed'? It's a fairy tale.

If you suddenly realise that the most important thing you could be doing for your success is to write a book, then don't put it off. If you know in your heart of hearts that you should be starting a business, then go start it. If it's time to sell your business then sell it. When something is important you should begin it now rather than waiting for all the circumstances to be perfect. There's never enough time, there's never enough money, there's never a perfect plan – that's life. Move forward anyway.

After you begin a big project you'll find the time and the money. You'll watch less TV, you'll spot a JV opportunity, you'll make more sales, you'll attract a great partner. It all starts after you start.

If you are wrong about your idea, very rarely is the downside catastrophic. In past civilisations, people who had bad ideas died. They were eaten by bears, burned at the stake, tortured to death, or worse. Today, the absolute worst thing that most people fear is the feeling of being labeled a failure. People's worst nightmare is getting embarrassed because their idea didn't work out the way they thought it would. At worst, they may lose some time and some start-up capital. Imagine trying to explain that to your ancestors. They faced wars, plagues and disasters to create a better world and you're not taking full advantage of all it has to offer? You owe it to them to be braver and make some bold moves to achieve your dreams.

With the ideas in this book, the downside is *nothing*. I'm asking you to put some thought into your pitch, invest time to write, pluck up the confidence to produce some materials, use free tools on the internet and go out to speak with a few people. It will take thought; it will take time; you might need to invest money and get guidance

along the way, but if you commit to doing these things, you will jump to a whole new level.

You have virtually no downside in perfecting your pitch, writing your book, producing a product, building a profile and talking to some people about a partnership.

The upside, however, is *awesome.*

WHAT TO LOOK FORWARD TO NEXT

Remember why you are becoming a Key Person of Influence. Keep focused on your big game and why you want to win.

'When you are a Key Person of Influence you don't chase; great opportunities find you'

#kpimethod

Recognition, lucrative deals, recurring income and other exciting opportunities are commonplace for KPIs. These things are nearly impossible for people who are not yet a Key Person of Influence in their industry.

Here are some tangible things to expect once you are a KPI:

Publicity and media – the media are always looking for expert opinions, feature stories and case studies. Once you are a KPI, start talking to the media and letting them know what you are up to in the world. Send journalists your book with your bio. When they have a relevant story, they will think of you.

Speaking at events – one speaking opportunity can generate seriously valuable opportunities if done correctly. Remember that speaking opportunities go to KPIs not great speakers. By the time you have hit the five main outcomes set out in this book, speaking opportunities will have already started to find you.

Directorships – many companies are willing to pay sizeable fees, or even equity, to have an established Key Person of Influence as a member of their board.

Your own membership group – as a KPI, you can put together a membership group. Either online or at a live venue these groups can be a great source of income as well as a constant stream of opportunities. Start inviting people to come and join you. You will be amazed at how fast your group can grow.

Subscribers – as a KPI, you can easily have an inner circle of subscribers who pay for premium content or contact with you. I know several KPIs who make over six figures profit from their subscriber groups and their subscribers love them for it.

Random surprises – KPIs get invited on fun holidays, they get sent free gifts, they get invites to be VIP guests at events and many other fun surprises show up unannounced.

Be sure to keep your eyes on the prize. The reason you are doing this is because all the best opportunities go to KPIs. As a KPI, you will have more fun, make more money and enjoy more recognition.

If you don't become a KPI, you will get stuck chasing revenue, spend too much time searching for (half decent) opportunities and forever feel undervalued.

THE POWER OF MOMENTUM AND THE INERTIA

I hated learning physics at school. I remember thinking: what a completely pointless subject. What possible use will I have for this in the future?

Then I saw these two rules of the universe:

Rule 1: The Law of Inertia – An object at rest will stay at rest, until acted upon by an outside force.

And its opposite:

Rule 2: The Law of Momentum – An object in motion will stay in motion, until it meets a resisting force.

These two universal laws have stuck with me since school and reminded me that when I feel the spark to do something, I should act on it straight away. Momentum is too precious to lose. It's a gift that comes far too rarely.

If you feel compelled to act, then go for it. As you get going, you will find that you gather pace and you get enormous amounts accomplished. Often I am happy to sit up until 3am working on something, just so I don't break the momentum.

Of course, if you don't act you become governed by the law of inertia. You become an object at rest, destined to stay at rest until you get a big kick up the bum. Far too often the outside force that gets you to eventually act comes in the form of pain. You realise that you've not achieved any of your goals in two years. You lose a job. You lose a client. You lose a relationship.

Inertia weighs you down and it takes more and more effort to get moving. Momentum is the feeling of being in flow. It's a rush and it's the domain of creativity.

Why am I telling you this?

Because if you have read this far, then deep down inside something is telling you that you are ready to establish yourself as a Key Person of Influence. You have an important pitch to share, you have an amazing book in you, you have a valuable product to produce and you have a worthy message to spread to the world and others want to partner with you to add more value and reach more people.

You live in a remarkable time in history. It's time to stretch and make the most of it. It's time to invest time, energy and money into doing the highest value activities for you. It won't be easy, but it will be worth it.

You've read this book for a reason and that reason is to act. You're here to do it, not to learn about it. Enough with the learning: now is your time to become the Key Person of Influence in your industry.

KPI CASE STUDIES

MIKE SYMES

When I first met Mike Symes, he was already successful. He had founded a Marketing Consultancy that specialised in assisting Financial Services companies. He wasn't short of business, but still had to go looking for his new clients.

Mike wanted to take things up a level. He wanted to be priced in the premium end of the market (a well-justified position) and he wanted clients chasing him rather than the traditional method of pitching for new business.

Mike signed up to the KPI Program in April 2010 and immediately had a breakthrough in the way he explained the value he delivers to a client. Rather than saying 'I have a financial marketing agency', Mike began telling clients that he 'works with financial services companies to ignite their brands, illuminates their points of difference and enables their messages to spread like wildfire, leaving them and their customers feeling inspired' (Pitch).

He then set to work on his book, *Find Your Firebrand*, in which he was able to consolidate his twenty-five years of industry experience into a powerful manuscript (Publish). In doing so, he was able to uncover and explore his unique Intellectual Property. Mike discovered that he had a lot more value to share than he had previously acknowledged.

Next Mike produced a new website and a highly valuable brand assessment tool which could allow people all over the world to access his unique take on Financial Services Branding (Product).

With newfound clarity and scalability, Mike wasted no time in raising his profile online. This resulted in him being appointed as

the Chairman of a highly prestigious industry body (Profile). Mike was also able to form joint ventures and partnerships with key industry players (Partnerships).

With all of this in place, Mike noticed a clear shift in the amount of new business that was finding him. In one instance the CEO of one of the UK's largest banks was excited to have the opportunity to sit down over coffee with Mike to discuss the future of their brand.

In a six month period, Mike Symes went from being a very successful marketing consultant to a Key Person of Influence in his field. He went from being great at pitching for new business to having people pitch to him to become a client. Mike widened his scope to deliver value worldwide and distilled his unique ideas into valuable Intellectual Property. He recognised the mountain of value he was already standing on and is now producing at a whole new level.

Watch the video of Mike Symes sharing his KPI experience at: www.keypersonofinfluence.com/successstories

PAUL FOWLER

Paul Fowler has spent a lifetime fascinated by flying. His earliest memories are of building cardboard wings and trying to take flight from the roof of the garden shed. As a teenager he started parachuting, and eventually enrolled into the Army as a paratrooper. Paul's passion then led him to become a pilot, and he spent years flying all over the world.

Even after being forced into an early retirement through illness, Paul still couldn't keep away from planes. He took himself down to the local flying club and started working there to try and rescue the club from going broke.

At the end of twelve months Paul did a deal to buy the

Oxfordshire Flying Club and Flight School and for the first time ever he was a business owner with something he could get passionate about.

His health improved, as did the health of the flight school. Paul had begun to channel his lifetime passion into a business that had wings.

Despite his passion for the business, he did hit a glass ceiling after the third year in the business. The club grew popular with flying fanatics but something was stopping it from growing to the size it needed to be if this was going to cover the bills and pay Paul a wage.

For the next two years Paul struggled to figure out what would make his beloved flight school really get off the ground. He attended marketing bootcamps, business networking events and pored over books on marketing and leadership. Nothing seemed to be working though; the business was flying on one engine.

Then in mid-2010, Paul heard about the Key Person of Influence strategy. He had never even thought about the idea that he could make a name for himself in aviation. *'The industry is so big – it employs millions of people – I never dreamed that I could become a Key Person or have any Influence; the idea never crossed my mind until I heard Daniel Priestley talking about it*,' says Paul.

After joining the program, his first step was to identify a micro-niche and learn how to do a Perfect Pitch. 'I've always dreamed of owning a Spitfire aircraft and I guessed other people would want to fly one as well, so I decided to go for my lifetime dream and create the Spitfire Project,' Paul says.

At the Perfect Pitch workshop, Paul developed his idea and arrived at a clear way to explain it to others. 'Mike Harris told me to get out and start pitching it to see how people respond,' says Paul. 'He also said I should go looking for people who say that it will

never work because they will help to identify where the pitch needs to be stronger.'

Three months later, as a result of pitching the idea to anyone who would listen, Paul was crystal clear on his pitch. He then set about writing an article for the number one industry magazine, Pilot. He phoned the editor and pitched his article and the editor gave Paul a double-page spread dedicated to the Spitfire Project on the spot, even before he had finished his pitch.

Within months Paul was being invited to speak around the country about his project and was gathering interested parties who wanted to invest in the iconic plane and take lessons to learn to fly it.

Off the back of the article, Paul was approached by the BBC and Channel 4 to discuss making a documentary on the project.

With so much buzz being created, Paul knew he needed to start focusing on productising the business. He set about creating a 'Zero to Hero' program that would fast track a private pilot from beginner level through to flying their own Spitfire. It was a bold move, but it received a lot of immediate interest.

He also began putting his Flight Briefings onto audio and video so that people could learn from home and share their excitement with friends.

> *'It's funny, we do dozens of flight briefings each week, but until KPI I'd never even thought of them as potential products. I'm guessing most businesses are the same; they probably have more opportunities under their noses than they think.'*

Next, Paul worked to build an online social media profile for his flight school and his Spitfire Project. 'I'm blown away at how many people are now reading our blogs and watching our videos on the web.'

Finally, with all this in place, Paul was able to begin doing JVs and partnerships with other businesses in the industry. Some of his first deals involved having the flight school promoted to lists of over 10,000 people as well as a win/win partnership with a local hotel.

'I now feel like I am on track to be a Key Person of Influence in my Industry. KPI gave me a map to follow and helped me to see where I was on the map. Then it gave me the strategy to move forward to where I wanted to be. My flight school is finally taking off and I'm feeling good about being in the captain's seat,' says Paul.

JANE MALYON

Jane Malyon is lovely and nice! Everyone says so because she has such a wonderful manner and warm disposition.

When we met Jane she had come from a thirty-year background in hospitality and catering and had also been in business as a coach and trainer. Her niche was centred on resolving conflict, using your best etiquette under pressure and having better manners.

As Jane crafted her pitch, she began to realise she had a deep burning desire to bring the best out in people. Not just some people but thousands of them. She wasn't sure how this would happen but she knew something big was starting to stir.

Jane wrote the book *Play Nicely* and was forced to dive deep into her core ideas and philosophies on what makes people behave at their best and win people over with rapport and kindness rather than by authority.

During the KPI process, when Jane worked on her products she hit a roadblock. She explored voicing a CD, creating a training program and even developing software. Nothing seemed to deliver the special experience she knew she wanted to create. Then, after randomly meeting an elderly lady who had become too frail to

travel to the Savoy for her favourite annual treat of elegant afternoon tea, Jane had a flash of inspiration and imagined chilled delivery of a high-quality gift box containing ready to enjoy high tea and scones.

It was perfect. For years Jane had entertained family and friends at the Savoy or Ritz Carlton for afternoon tea and she was always delighted at the way her guests would naturally be at their best. The experience was natural, fun and filled with rapport – and the conversations encouraged collaboration and togetherness. It was everything she wanted to deliver to the world, and it worked by magic.

To build her Profile, Jane set an audacious goal to win a Guinness World Record. She called in all sorts of favours and remarkably set the world record for the largest gathering in one place, all enjoying English cream tea.

She was featured on the BBC, newspapers, magazines, blogs and as a speaker at large conferences.

With the added profile, Jane noted that orders started to fly in and so did offers for partnership. People didn't just want to buy her product, they also wanted to license her brand.

Within two years of launch, The English Cream Tea Company has shipped thousands of products all over the UK and built a brand that is set to expand globally.

Jane's products are being used as gifts to say *'Thank you'*, *'I'm sorry'* and even *'A substitute for a hug'*, as one loyal customer said.

This new business combines the best parts of Jane's story: catering, hospitality, coaching and a desire to bring out the best in people. Jane's vision of inspiring people to play nicely is fast becoming a reality.

DARREN FINKELSTEIN

Darren and I stood eye to eye staring each other down. He was arguing with me that the KPI method wouldn't work for him.

Darren sells boats, or at least that's what he was telling me at the time. He didn't believe that writing a book would make any difference and he didn't think it was possible to create any products.

After a short, sharp exchange I said to him 'You're not in the boat sales business you're in the boat *ownership* business'. He instantly got it: his business shouldn't be built around a single transaction, his business should be built around the entire experience of owning a boat.

Darren co-founded his Melbourne-based business because of his belief that 'life's better with a boat', but after ten years in business he had lost touch with the original intention of his business.

After reconnecting with the 'joy of boat ownership' Darren suddenly got a flood of new energy and inspiration.

When people spoke to him, he started talking about all the fun his clients have on boats. He talked about how the kids put down the Playstations and really connected with their parents on the boat. He talked about special boating adventures that people had and how many owners feel completely free when they're out at sea. He no longer pitches the sale; instead he talks from the heart about the experiences an owner gets.

His book was written and published in just 200 days – *Honey, Let's Buy a Boat* is now selling copies all over the world and it tells the full story of what owning a boat is all about. His book covers the purchase, the upkeep, the enjoyment and the sale or upgrade.

Darren has added almost a dozen new products and services to his business. Under the new umbrella of boat ownership his company now services, refuels, restocks, washes and valet parks their clients' boats. They also teach people how to become better boat

owners and have more enjoyment on the water. This has added an uplift to Darren's business that is unheard of in his industry.

After the release of his book, building a profile came easy. Darren was featured in the media and prominent magazines read by his market. He has spoken all over Australia to crowds of boat owners and he's become a trusted commentator in his industry. Most of this activity has ended up online and he's all over the front page of Google when you start searching for him or his business.

Darren loves growing his business through partnerships. He focuses on creating win/win alliances with others in the industry who are making life better with boats. Darren even turned down a major opportunity because it didn't feel like a true partnership that was beyond a fast transaction. As Darren says, 'If it's not good long term, it's not good short term.'

Darren is in his zone now and looking at ways to grow his business. Rather than chasing the next sale, he's advancing the cause of enjoyable boat ownership. Darren and I catch up at least a few times a year and I always remind him of that conversation where he rediscovered his passion for boat ownership. After all, if you don't own a boat it's wise to be friends with a guy who has a busy marina.

JACQUI SHARPLES

Some people are pretty fit, but Jacqui Sharples is an athlete. She's a pole vaulter, an athletics master and a damn good runner. A few times I've braved the chance to run with Jacqui and I've always marvelled at how she can be chatting away to me while I'm barely able to breathe.

Her fitness comes from a deep love of the human body. She understands fitness and the relationship between food, movement, mindset and maintenance. Very few people are tuned into the body the way she is. With such a deep love of health and fitness, Jacqui

had always flirted with the idea of running a business that matched her passion.

She'd always enjoyed teaching friends and colleagues about fitness, and debunking the fad diets and workouts that come flooding through the media. As an engineer, however, she wasn't sure she could jump the hurdles required to make a business successful.

Jacqui began with her pitch and discovered that people responded well to her once she had crafted her message. She communicated with clarity, credibility and real passion every time she got asked the question 'What do you do?' Pretty soon she started feeling more comfortable talking about her fitness business instead of her job.

Next she set about writing her book. Rather than a conventional book in the non-fiction genre, Jacqui wrote *If your body could talk*, a series of letters written to you from your body. Each letter explains how the body is dealing with your daily decisions. Many of the letters are written as a plea from the body to have a better relationship with its owner. It's fun, engaging, inspiring and informative.

The products started to take shape when we set Jacqui the challenge of creating a perfect brochure for a product she'd love her friends to buy. She created the 'Love your body, Love your life' program as a twelve-week challenge for corporate women to break their sedentary lifestyle. Within a few months, she'd made enough sales to earn more each month than she was making in her corporate job.

As predictable as clockwork, a great book and a hot product generated attention, and soon she was getting press and other PR. She built her profile online and started to see new enquiries hitting her Facebook page every week.

Finally, Jacqui started looking for partnerships. She wanted people to promote her and her book to their contacts. She discovered that many companies had databases full of corporate women and were happy to set up strategic alliances to help more people to love their bodies and love their lives.

Today Jacqui is looking pretty fit for business as well as for the running track. She's gained strength and power behind her brand and she can leap confidently into her new career as a fitness entrepreneur. Jacqui is a Key Person of Influence and is having an impact on people greater than she'll ever know.

JUSTINE PRIESTLEY

It seems strange to write about my sister as a success story. To a sceptic, it would seem a little biased, but in reality I'm not only a proud big brother but also an admirer of the way she does business.

I'm eight years older than Justine and I've always tried to set a good example of how to make the most of any situation life presents. I've always tried to encourage her to believe that anything is possible.

When my sister told me she wanted to be an actress, however, my heart sunk. I imagined her lining up with thousands of young, talented aspirants at casting call after casting call. My understanding of the industry was that a lot had to happen in order to break into the industry and most actors were struggling with finances and confidence as they tried to enter into a very closed industry.

I had many conversations with my sister and we eventually planned out a path for her to follow. Rather than going down the usual route of acting schools and casting calls, we explored the idea of her setting up her own media and production company.

At the age of twenty-two, Justine founded her own company,

Really Bright Media, and started following the KPI method. She developed a pitch where she was able to win business every month producing videos for businesses that they could use online. Her pitch was strong and she soon became so busy that she had to start hiring others to keep up with demand.

Together with her partner Andy, she wrote the book *Brighter* which described how businesses could use social media video to raise their profile. The book was a perfect tool for demonstrating credibility and helping win more clients.

Next they worked on creating products and service offerings that were unique in London. They created a Social Media Action Group for their clients who wanted to produce something every month. They created different filming packages for different purposes, each package had its own brochures, benefits and pricing.

Justine is a natural speaking on stage, and she used her skills to build profile. She started speaking at events and conferences. She was even flown internationally to take part in several conferences around Europe.

The final piece was partnerships. Justine and Andy embraced the idea by doing joint ventures with my company and several others who could recommend their services. There are also several promising partnerships in place that will take the business far and wide in the years to come.

So what happened to the acting career, did she give it up? Certainly not! Fortunately, her film production company means that she's on camera almost every week as a presenter, her company regularly enters film competitions and has won international awards. Justine is becoming very well known in her industry as an actor and a film maker.

Along this path, Justine has discovered that many famous actors started out by producing their own films and that others who

started out the traditional way have also crossed over to start a media company later in their career. This is an entirely valid way to break into a tough industry and to always ensure she's backed up with ample opportunities that don't rely upon the fickle finger of fate.

As it turns out, there's many paths up a mountain and sometimes it's worth approaching things side on. Despite being in her mid-twenties, Justine is already a Key Person of Influence in the London media and film scene and showing all the signs of having a really bright future ahead.

But of course I would say that.

MORE SUCCESS STORIES

We've compiled over seventy-five video case studies of people who have used the Key Person of Influence method to become more highly valued and highly paid. To see people sharing their own story, visit: www.keypersonofinfluence.com/successstories

AFTERWORD

Congratulations on reading this book and taking steps towards being a truly connected, highly regarded Key Person of Influence in the industry you love.

This book had clear themes in it. You read about developing your pitch and a micro-niche, writing and publishing content, making products, becoming web-famous and doing joint ventures and partnerships.

All of these ideas are important – was there something else you noticed?

Did you notice a recurring theme that kept coming up for you? Did you connect the dots and see something you weren't expecting?

The book was only a tool to spot this deeper theme; something that's personal to you and something only you could see.

When you do spot your theme, you will discover that your future is clear, your past was perfect and you are present to the opportunities that are all around you.

After you spot your hidden theme:

> *You will get a burst of energy; you may sit up all night writing, recording, producing and playing… and when morning comes, you're still not tired. You'll feel good because everything clicked into place.*

That's because everything was for a reason. Nothing was out of order, nothing was superfluous and nothing came along to hold you back. It was all there for the purpose of letting you discover what that theme is.

You may need to read this book again, though. It's not the

content that really matters, it's the story behind the pages. More than that, it's the chapters that are coming next that matter most.

Of course, the chapter that comes next may be at the beginning of this book as you keep looking, or it may be the chapter that you write for yourself. The important thing is that you find it, and it's yours to share.

THE KEY PERSON OF INFLUENCE PROGRAM

The Key Person of Influence Program is a forty-week program designed for entrepreneurs, leaders and business owners to implement best practices for their business.

It is designed to help you project-manage the five core strengths covered in this book, tap into a peer group and learn from world-class mentors.

Thousands of people around the world have used the program to dramatically shift the performance of their business and their life.

This book stresses the importance of high quality implementation and the program is designed as a predictable journey for reinventing yourself or your team to be more highly valued in your industry.

The program runs in cities all over the world. In each city, groups of forty to sixty clients are selected to participate in the forty-week program. The process is fast-paced and results-orientated. It's about implementation, not just ideas.

The Key Person of Influence Program provides resources to speed up your progress. After working with thousands of people, we've discovered many strategies that create faster results in this field. Our method is independently recognised by the Institute of Leadership and Management, Europe's largest management training certification body. Clients receive an ILM certificate as part of their participation.

The mentors on the program are celebrated local heroes of business and leadership. They are typically people who have built

multi-million and even multi-billion dollar companies, CEOs of big business and charities, best-selling authors, and thought-leaders.

The mentors share their real world experiences and give feedback to the participants in small group environments.

Participants consistently tell us that the program was a catalyst for dramatic improvements far exceeding what they could have accomplished on their own.

For more information on the Key Person of Influence Program visit: www.keypersonofinfluence.com/kpiprogram

TECHNOLOGY STRATEGY AND DEVELOPMENT

We help Key People of Influence to harness the power of technology. We have a team of IT professionals who give advice and build very smart systems.

We advise on digital strategy for scaling a business and creating efficiencies.

We produce websites, CRM systems, lead-capture systems, social-media campaigns, content-distribution and ecommerce platforms.

The problem most people face is they have big ideas for growth but lack a trusted technology partner to make it happen. Developing technology gets expensive if you start from scratch.

Our team have built a lot of systems that work really well and we can advise you on what's working for other people. We can then build a system more cheaply because a lot of the work is already done. We draw on many years of experience working with Key People of Influence globally.

We're at home working on a product launch, a book promotion or a game-changing idea that came to you in a vision while in the bath.

We're known for being your secret weapon for tech and we leave our clients feeling free to focus on what they do best.

Visit: www.dent.global/services

NEXT STEPS

There are several resources to support you in becoming a Key Person of Influence:

KEY PERSON OF INFLUENCE SCORECARD

What you measure improves and this set of questions is designed to score you on the five areas of influence described in this book. It gives you a customised report and access to training videos so you can speed up your progress.

Visit: www.keypersonofinfluence.com/scorecard

BRAND ACCELERATOR

This is a one-day event with short, powerful keynote sessions on the five areas of influence delivered by high achieving Key People of Influence.

Get Social: Visit facebook.com/dentglobal and like the page for ongoing updates and bonuses.

Watch case studies and talks on:
YouTube.com/keypersonofinfluence

> 'The world's leading personal brand accelerator'
> *The Huffington Post*

> 'One of the top personal branding conferences in the world'
> Inc.com

THE KPI PROGRAM

Our flagship forty-week program is ideal for entrepreneurs, business owners, leaders and rainmakers.

Find out more, visit www.keypersonofinfluence.com

THE AUTHOR

DANIEL PRIESTLEY

Daniel founded his first company in 2002 in Australia at the age of twenty-one. Before he was twenty-five, he and his business partners had grown a national business turning over several million dollars.

In 2006, Daniel moved from Australia to launch a new venture in London. Arriving with only a suitcase and a credit card, Daniel set up a new venture and grew it to seven-figure revenues in under two years. In the process, he became a leading figure in his industry and had the opportunity to be mentored personally by some of the world's top entrepreneurs and leaders.

Daniel's entrepreneurial career has included starting, building, buying, financing and selling businesses. He is now regarded as one of the world's top professional speakers on business and entrepreneurship.

Today Daniel works with his lifelong friends and business partners to build a global entrepreneurship and leadership program. His business, Dent, reinvents traditional businesses using a unique approach to personal branding and technology. He is also active in fund-raising for charity and working with the leadership teams.

Daniel is also the author of the books *Entrepreneur Revolution* and *Oversubscribed*.

EVERY INDUSTRY REVOLVES AROUND KEY PEOPLE OF INFLUENCE

THEIR NAMES COME UP IN CONVERSATION
THEY ATTRACT BETTER OPPORTUNITIES
THEY EARN MORE MONEY

Many people think it takes decades of hard work, academic qualifications and a generous measure of good luck to become a Key Person of Influence.

This book shows that there is a strategy for fast-tracking your way to the inner circle of the industry you love.

Your ability to succeed depends on your ability to influence.
Start now by reading this book.

"Hard work is not enough; if you want to make it big, you must strive to become a Key Person of Influence. This book shows you exactly how to do that faster."

Mike Harris, creator of three multi-billion pound businesses and author of 'Find Your Lightbulb'

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